



Swartland Municipality

**AMENDMENTS TO THE
INTEGRATED DEVELOPMENT PLAN FOR 2017-2022**

DRAFT - March 2020

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Forewords

Executive Mayor, Tijmen van Essen *[update]*



This is the third revision of the fourth generation Integrated Development Plan (IDP) for the Swartland municipal area. The IDP serves as an enabler for mutual accountability towards the attainment of agreed development priorities; hence it constitutes a social contract between the Council and residents of the Swartland.

Many of our citizens exist in a self-perpetuating poverty trap. Many young and poor single mothers struggle to provide nutrition and basic healthcare for their children, often unaware of the basic services available to them. The lack of skills makes it hard to attract jobs to economically depressed areas which, in turn, deprives people of employment and leaves them dependant on the state. Furthermore, low incomes, poor living conditions and inadequate education levels increase the vulnerability of the poor to crime and social ills.

After 25 years of democracy, inequalities are growing, our life-supporting ecosystems continue to deteriorate at an alarming rate, unemployment remains high and poverty remains widespread and persists alongside affluence.

Local government is judged by its ability to deliver services, promote socio-economic development and govern effectively. As Executive Mayor I am aware of the numerous responsibilities bestowed on the Council to bring about fundamental changes to our region that will have a positive effect on the livelihoods of all our people. Local Government is both the most intimate sphere of government and the one that impacts most on the everyday lives of citizens.

With the approval of the fourth generation IDP in 2017, Swartland Municipality has embarked on a challenging journey towards excellent local government. The journey consists of five steps, each representing a level of achievement, from the lowest level of 'survival' to a level of 'actualisation'. I believe, however, that we cannot progress to a next more fulfilling level before the needs of the existing level have been met. **The five steps are:**

1. Providing excellent, democratic, transparent, and open government with zero tolerance for corruption at any level.
2. Getting the basics right. Provide for the most fundamental needs of our citizens by getting the basic service delivery right.
3. Putting heart into our communities to make them vibrant and safe. Provide excellent community facilities efficiently and effectively in order to provide places and services through which citizens can utilise their opportunities.
4. Helping our citizens to be successful by enabling opportunities and driving local economic growth.
5. Creating a better future for all by taking a firmly sustainable approach to our environment.

From the Municipality's side we will commit to:

- A professional service to every town, settlement and to the rural area;
- create a platform for local economic development that can result in job creation;
- create opportunities so that ordinary citizens can take responsibility and break free from the cycle of poverty;
- good financial planning and control, free of any form of corruption;
- the spending of municipal funds in a responsible and transparent manner; and
- a productive workforce with a high work ethic and a high standard of customer care.

During 2019 some towns in the Swartland were the target of sporadic but intense community unrests and disruption of public meetings by some community members or groups. A range of IDP public meetings that was planned to involve the communities in the IDP and the Annual Budget was disrupted in such a way that some of the meetings had to be cancelled. This made it very difficult for the municipality to involve the public in this important process, particularly as the frustrations of the communities mostly dealt with matters over which municipalities have no control, such as inadequate national and provincial grant funding for housing, education and health facilities.

It is my wish that the municipality and the citizens of Swartland can restore the trust relationship that was always one of the treasured characteristics of the Swartland area. The municipality and the citizens have to work together on the IDP and budget for the good of everyone who has an interest in the Swartland area. I remain committed to investigate all possible ways and means to effectively engage with our communities on important municipal matters.

I would like to take this opportunity to thank all the citizens who did participate in the IDP/Budget revision process. I would also like to thank my fellow Councillors, the Municipal Manager, all Directors and the IDP team and support staff who worked tirelessly in meeting the challenge of compiling this document in-house successfully.

I wish to invite all of you – councillors, officials, citizens, business, government and non-government organisations - to become part of this journey. Join hands with us - together we can **SHAPE A BETTER FUTURE** for all our people!

Municipal Manager, Joggie Scholtz *[Update]*



Challenges in local government have fundamentally changed the way we go about doing our business. The demands set to municipalities by national and provincial government and the vast number of applicable Acts and Regulations are high, but the expectations of our community are even higher.

The Integrated Development Plan (IDP), which informs a municipality's budget and prioritises projects per the needs of the communities, is one of the important planning and management tools that modern-day municipalities have. The 2017-2022 IDP of Swartland Municipality is of great significance as it will form the basis of the governance term of the Council of Swartland, which took office in August 2016.

According to a recent Local Government Report, most municipalities in South Africa struggle with a number of service delivery and governance problems that include:

- Huge service delivery and backlog challenges
- Poor communication and accountability relationships with communities
- Corruption and fraud
- Poor financial management
- Weak civil society formations
- Insufficient municipal capacity due to lack of scarce skills

Although Swartland Municipality is still functioning on a high standard in most respects, we are also faced with serious challenges. We realised that a good strategy is necessary to counter any downward trend regarding the functioning of the Municipality and to move the organisation to even greater achievements.

During the initial compilation of the 2017/2022 IDP in consultation with a wide spectrum of public stakeholders, the Municipality identified the most critical issues and risks that need to be addressed should the organisation wish to survive the challenges and continue to function effectively, efficiently and economical. This process led to the formulation of five strategic goals (*what we wish to achieve*):

- **PEOPLE:** -Improved quality of life for citizens
- **ECONOMY:** - Inclusive economic growth
- **ENVIRONMENT:** - Quality and sustainable living environment
- **INSTITUTIONS:** - Caring, competent and responsive institutions, organisations and business
- **SERVICES:** - Sufficient, affordable and well-run services

The successful implementation of the IDP is subject to the availability of sufficient financial resources as well as good management of these resources, bearing in mind that the Municipality derives the bulk of its income through rates and taxes paid by its constituents. It is therefore of the utmost importance that all citizens of Swartland meet their obligations towards the Municipality to ensure that the IDP is executed in the best interest of all Swartland residents.

The Municipality has up to the 2016/2017 financial year achieved seven clean audits, followed by an unqualified audit with one finding in 2017/2018 and in 2018/2019. Swartland still remains one of the best managed municipalities in South Africa, with management and staff that are dedicated to meet and maintain high standards of performance at all times.

The average spending over the previous eight years was 95.1% of the capital budget and 94.8% of the operating budget. The Municipality has also managed to collect on average 101.9% of all revenue budgeted in the previous eight financial years, which is testimony to a good payment culture in the adverse economic climate in which the Municipality has had to operate for several years now.

The Municipal Financial Sustainability Index by Ratings Afrika (December 2019) covers a sample of the 100 largest local municipalities and the eight metros. In the latest review of this index the financial stability score increased from 68 in 2015 to 87 in 2019 and the sustainability index score from 63 in 2015 to 73 in 2019.

1. Financial Sustainability Index	2015	2016	2017	2018	2019
Operating performance	29	40	71	72	73
Liquidity management	98	98	99	96	94
Debt governance	64	69	77	76	84
Budget position	59	70	76	94	95
Financial stability	68	74	84	86	87
Affordability	56	56	56	56	53
Infrastructure development	50	45	38	48	34
Sustainability Index score	63	66	71	75	73

(100 = maximum)

The prospects for an improvement in the national economy and therefore the local economy too are not favourable. This will present the Municipality with special challenges, including limited resources, regarding the full and successful implementation of this IDP.

Swartland Municipality has the people and the will to overcome the challenges. Service delivery as well as the best interests of all residents of Swartland will, as always, continue to be the Municipality's priorities to ensure the effective implementation of this strategic plan. Resources are nevertheless limited and it is unfortunately inevitable that not all expectations raised at the IDP planning meetings will be met.

I wish to thank the Executive Mayor, the Speaker, and members of the Executive Mayoral Committee, Councillors, the IDP team and every person for their commitment, who contributed to the compilation of this document. We now need every role player, whether a councillor, member of the public or an official, to support the Municipality in the difficult journey that lies ahead.

Chapter 1: Introduction

1.6 The IDP and Area Plans *[Amend ward priorities]*

During September and October 2019 sessions were held with all 12 ward committees to revise and prioritise their top ten priorities. These priorities are listed below. A more detail description is provided for each of the priorities in the five area plans. Priorities indicated with this logo  are not the function of Swartland Municipality, but that of the Western Cape Government.

Swartland North Area Plan

WARD 1		WARD 2
KORINGBERG:	MOORREESBURG:	WHOLE WARD:
1 Housing / serviced erven / services for backyard dwellers 	1 Upgrading of road infrastructure	1 Job creation
2 Job opportunities and job creation	2 Upgrading of sewerage network	2 Parks to be developed and upgraded
3 Upgrading of town entrances	3 Financial assistance for old aged homes and crèches	3 Housing 
4 Closure of landfill site and improvement of transfer station	4 Promote tourism and LED	4 Better ambulance services 
<i>The following have not been prioritised yet:</i>	5 Cleaning of storm water systems	5 Upgrading of road infrastructure
• Furrow / river that is deep and dangerous to children	6 Disabled friendly buildings	6 Refuse removal
• Youth development and LED	7 Water security	7 Facilities for informal traders
• Bus shelters	8 Safety	8 Backyard dwellers
• Street names and a direction sign from the divisional road to the low cost housing project	9 Upgrading of parks	9 Youth development
• Satellite library 	10 Promote recycling	10 Fixing of damaged RDP houses
• Safety		

Swartland East Area Plan

WARD 3	WARD 12
WHOLE WARD:	WHOLE WARD:
1 Housing 	1 Better health services 
2 Fire and Emergency services	2 Early childhood development
3 Upgrading of roads/Tar of streets	3 High school 
4 Cricket field	4 Security
5 Netball courts	5 Youth development programmes
6 Old age home for under-privileged elderly	6 Adult development
7 Early childhood development centre	7 Tourism and entrepreneurial support

WARD 3	WARD 12
8 Trading Units formal/ Informal	8 Refuse removal
9 Promote tourism	9 Services to backyard dwellers
10 New appropriately sized Community Hall (multi-purpose)	10 Development of sport facilities

Swartland South Area Plan

WARD 4		WARD 7	
CHATSWORTH:	RIVERLANDS:	KALBASKRAAL:	ABBOTSDALE
1 Upgrading of roads	1 Low cost housing	1 Housing	1 Housing
2 Social Economic Facility	2 Safety	2 Social Economic facility	2 Extension of primary school
3 Safety	3 Sport and recreation facilities	3 Library	3 Tar roads
4 Upgrading of school	4 Library	4 Sport facilities	4 Space for informal trading
5 Low cost housing	5 More street lighting	5 New primary school west of the railway line	5 Social Economic facilities / Establish entrepreneurial Hub
6 Sport and recreation facilities	<i>The following have not been prioritised yet:</i>		6 Stands at the rugby and soccer fields
7 Library	• Upgrading of roads	6 Tar roads	7 Better safety and law enforcement
8 More youth development programmes	• Multi-functional facility	7 Improved safety law enforcement	8 More street lighting
9 More street lighting	• More youth development programmes	8 Upgrading of Clinic	9 Disable friendly Infrastructure
10 Substance abuse support	• Substance abuse support	9 Promote economic development	10 Recreational facilities
	• New secondary school	10 More street lighting	

Swartland West Area Plan

WARD 5		WARD 6
DARLING:	YZERFONTEIN:	WHOLE WARD:
1 Housing	 <i>The following have not been prioritised yet:</i>	1 Housing
2 Education	 • Provision of toilets	2 Education
3 Roads	 • Speedbumps	3 Roads
4 Sport and recreation facilities	 • Sidewalks	4 Sport and recreation facilities
5 Sidewalks in Darling North	 • Control of construction work	5 Sidewalks in Darling North
6 Promote business and tourism opportunities	 • Harbour development	6 Promote business and tourism opportunities
7 Library	 • Electricity and water	7 Library
8 Safety / law enforcement	 • Law enforcement	8 Safety / law enforcement
9 Refuse removal		9 Refuse removal
10 Open areas		10 Open areas

Swartland Central Area Plan

WARD 8	WARD 9	WARD 10	WARD 11
WHOLE WARD: 1 Safety	WHOLE WARD: 1 Tarring of roads in Phola Park	WHOLE WARD: 1 Safety	WHOLE WARD 1 Housing 
2 Housing 	2 Access for the learners to Naphakade Primary	2 Better health services 	2 Assist with job creation through national programmes
3 Substance abuse day facilities	3 Youth / Skills development	3 Resealing of roads	3 Backyard dwellers
4 Support and promote entrepreneurship	4 Recreational facilities	4 Education 	4 Safety
5 Environmental protection (nature areas)	5 Fire and emergency services	5 Maintenance of parks	5 Illegal dumping of rubbish
6 Removal of stray animals	6 Provide space for informal car washes	6 Promote tourism	6 Improve storm water drainage
7 Old age home	7 Promote and assist local economic development	7 Support entrepreneurship	7 Social awareness campaign
8 Disabled friendly municipal buildings	8 Better education 	8 Drug abuse support facility	8 Removal of stray animals
9 More Skills development programmes plus access to computers for adult education	9 Better lighting	9 Disabled friendly buildings	9 Swimming Pool
10 Accessible recreational facilities	10 Removal of stray animals	10 Cleaning of storm water systems	10 Land for churches

Chapter 2: Context

2.1 Swartland municipal area at a glance *[Update with figures from the 2019 SEP report]*

Total municipal area 3 700 km ²	Demographics in 2016 (<i>Stats SA 2016 Community Survey</i>)  Population: 133 762 Younger than 34: 61%  Households: 39 139		
Education in 2018 (<i>2019 Socio-economic profile, WCG</i>)			
 Learner-teacher ratio: 29.7	Learner retention: 68%	Matric pass rate: 84.5%	Number of schools: 30
Poverty in 2018 (<i>2019 Socio-economic profile, WCG</i>)			
 Gini Coefficient: 0.597	Human Development Index: 0.69	Households with no income: 10.4%	Indigent households (Jan 20): 9 044
Access to basic services in 2016 (<i>Stats SA 2016 Community Survey</i>)			
 Piped water: 92.8%	 Refuse removal: 83.5%	 Electricity: 98.7%	 Sanitation: 96.2%
Economy (<i>2019 Socio-economic profile, WCG</i>)		Employment (<i>2019 Socio-economic profile, WCG</i>)	
 Average annual GDP growth 2008-2017: 2.6%		 Average annual employment growth 2008-2017: 1.3%	
Three largest sectors according to GDPR contribution in 2017 (<i>2019 Socio-economic profile, WCG</i>)			
Manufacturing: 24.5%	Wholesale and retail trade, catering and accommodation: 17.4%	Agriculture, forestry and fishing: 16.1%	
Health in 2018 (<i>2019 Socio-economic profile, PGWC</i>)			
 Number of primary health care facilities: 13	Immunisation rate: 57.5%	Maternal deaths per 100 000 live births: 0	Registered patients receiving ART: 3 034
Safety and security – Actual number of reported cases in 2018 (<i>2019 Socio-economic profile, PGWC</i>)			
 Residential burglaries: 700	Driving under the influence: 155	Drug-related crime: 1 784	Murders: 36
			Sexual offences: 161

Chapter 3: The planning process

3.4 Annual process followed between August 2019 and May 2020 *[Amend]*

Activity	Date	Groups involved
<i>Preparation and process</i>		
Approval of the time schedule that guided the revision of the IDP	29 Aug	The Council and management of the Municipality
<i>Revision of strategy</i>		
IDP / Budget sessions with ward committees	30 Sep - 10 Oct	Ward councillors, ward committee members, management of the Municipality
Strategy discussions on necessary changes to the IDP and area plans	17 Oct	Management, Mayoral Committee and ward councillors
Local Joint District Approach (JDA) workshop	28 Nov	Councillors, Provincial and Municipal management and invited stakeholders
District JDA workshop	3 Dec	Councillors, Provincial, District and Local Municipal management
District JDA workshop	23 Jan	Councillors, Provincial, District and Local Municipal management
<i>Completing the draft documents</i>		
Completion of the IDP document and Area Plans	Feb + Mar	Management of the Municipality
Consideration of the IDP document, area plans and budget by the Mayoral Committee	24 March	Mayoral Committee
Approval of the IDP document, area plans and budget by the Council as a draft	26 March	Council
<i>Community inputs and document refinement</i>		
Publish for public comment and representations the draft budget, IDP document and Area Plans	26 March	Swartland community
IDP / Budget sessions with ward committees <i>Note: Meetings cancelled due to the COVID-19 restrictions imposed by National Government.</i>	28 Apr - 7 May	Ward councillors, ward committee members, management of the Municipality
Swartland Municipal Advisory Forum Meeting (SMAF) <i>Note: Meetings cancelled due to the COVID-19 restrictions imposed by National Government.</i>	15 April	Councillors, management of the Municipality, 2 ward committee members from each ward and invited stakeholders
<i>Final approval</i>		
Consideration of the IDP document, area plans and budget by the Mayoral Committee	20 May	Mayoral Committee
Final approval of the IDP document, Area Plans and budget by the Council	28 May	Council

Chapter 4: The Organisation

4.2 The council and council committees *[Amend]*

PROPORTIONAL COUNCILLORS:

	Clr Zamabuntu Bekebu	ANC
	Clr Cornelle O'Kennedy	DA
	Ald Maude Goliath	DA
	Clr Felicia Humphreys	ANC

	Clr Lisolomzi Mfutwana	EFF
	Clr Desmond Philander	ANC
	Clr Annie Sneewe	ANC

	Clr Monde Stemele	DA
	Ald Tijmen van Essen	DA
	Clr Ntobeko Zatu	ANC

Chapter 5: International, national and provincial policy directives

5.2 National policy directives

(b) MEDIUM-TERM STRATEGIC FRAMEWORK (MTSF): 2019–2024 *[Add in the place of the old MTSF]*

The MTSF is a high-level strategic document to guide the five-year implementation and monitoring of the National Development Plan (NDP) 2030. It identifies the priorities to be undertaken during the 2019-2024 period to put the country on a positive trajectory towards the achievement of the 2030 vision. It sets targets for implementation of the priorities and interventions for the five-year period and states the outcomes and indicators to be monitored.

The new MTSF is defined as the combination of a NDP five-year implementation plan for the priorities outlined in the electoral mandate and an integrated monitoring framework. It is much more focused on a limited set of priorities and allows for a clear line of site for the President and the country, i.e. -

- required delivery, resources and delivery timelines; and
- proposals (targets, interventions, outcomes and indicators).

Priorities and outcomes of the MTSF

Priority 1: A capable, ethical and developmental state

2024 Impact	Outcomes
<ul style="list-style-type: none">▪ Public value and trust▪ Active citizenry and partnerships in society	<ul style="list-style-type: none">▪ Improved leadership, governance and accountability▪ Functional, efficient and integrated government▪ Professional, meritocratic and ethical public administration

Priority 2: Economic transformation and job creation

2024 Impact	Outcomes
<ul style="list-style-type: none">▪ Unemployment reduced to 20%-24% with 2 million new jobs especially for youth▪ Economic growth of 2%-3% and growth in levels of investment to 23% of GDP	<ul style="list-style-type: none">▪ More decent jobs created and sustained, with youth, women and persons with disabilities prioritised▪ Investing for accelerated inclusive growth▪ Industrialisation, localisation and exports▪ Improve competitiveness through ICT adoption▪ Reduce concentration and monopolies and expanded small business sector▪ Quality and quantum of investment to support growth and job creation improved▪ Supply of energy secured▪ Water Security Secured▪ Increase access to affordable and reliable transport systems▪ Increased economic participation, ownership, access to resources, opportunities and wage equality for women, youth and persons with disabilities

Priority 3: Education, skills and health

2024 Impact	Outcomes
<ul style="list-style-type: none"> Access to pre-schooling expanded to 95% and quality improved More children in foundation phase acquire levels of literacy and numeracy required for meaningful lifelong learning by 2024 Improved quality of learning outcomes in the intermediate and senior phases with inequality reduced by 2024 More learners obtain National Senior Certificates with excellent marks in critically important subjects by 2024 Learners and teachers feel respected and learning improved by 2024 	<ul style="list-style-type: none"> Improved school-readiness of children 10-year-old learners enrolled in publicly funded schools read for meaning School physical infrastructure and environment that inspires learners to learn and teachers to teach Youths better prepared for further studies, and the world of work beyond Grade 9 Youths leaving the schooling system more prepared to contribute towards a prosperous and equitable South Africa.
<ul style="list-style-type: none"> A skilled and capable workforce to support an inclusive growth path 	<ul style="list-style-type: none"> Expanded access to Post School Education and Training (PSET) opportunities Improved success and efficiency of the PSET system Improved quality of PSET provisioning A responsive PSET system
<ul style="list-style-type: none"> Total life expectancy of South Africans improved to 70 years by 2030 	<ul style="list-style-type: none"> Universal health coverage for all South Africans achieved Progressive improvement in the total life expectancy of South Africans Total life expectancy of South Africans improved Reduce maternal and child mortality

Priority 4: Consolidating the social wage through reliable and quality basic services

2024 Impact	Outcomes
<ul style="list-style-type: none"> An inclusive and responsive social protection system 	<ul style="list-style-type: none"> Transformed social welfare Increased access to quality Early Childhood Development (ECD) services and support Comprehensive social security system Sustainable community development interventions National Integrated social protection information system

2024 Impact	Outcomes
<ul style="list-style-type: none"> ▪ Human dignity for persons with severe disabilities, women and girls' achieved through freedom of choice and decent living conditions 	<ul style="list-style-type: none"> ▪ Menstrual health and hygiene maintained for all women and girls achieved ▪ Increased access to development opportunities for children, youth and parents/ guardians

Priority 5: Spatial integration, human settlements and local government

2024 Impact	Outcomes
<ul style="list-style-type: none"> ▪ Institutionalise spatial / territorial integration to fast track transformation and resilience of sub-national regions. ▪ Shared national spatial vision and frames to support integration between sector departments, provinces and regions 	<ul style="list-style-type: none"> ▪ Coordinated, integrated and cohesive national spatial development guidance to enable economic growth and spatial transformation ▪ Functional sub-national regional development in urban and rural spaces ▪ Integrated service delivery, settlement transformation and inclusive growth in urban and rural places ▪ Greenhouse gas emission reduction(mitigation) ▪ Municipal preparedness to DEFFI with climate change (Adaptation) ▪ Just transition to low carbon economy (Mitigation)
<ul style="list-style-type: none"> ▪ Natural Resources are managed and sectors and municipalities are able to respond to the impact of climate change. 	<ul style="list-style-type: none"> ▪ State of ecological infrastructure improved
<ul style="list-style-type: none"> ▪ Rapid land and agrarian reform contributing to reduced asset inequality, equitable distribution of land and food security 	<ul style="list-style-type: none"> ▪ Sustainable land reform ▪ Agrarian transformation ▪ Effective regulatory framework review for land reform and agricultural produce and exports review for repealing, or amendment or revision
<ul style="list-style-type: none"> ▪ Achieving spatial transformation through improved integrated settlement development and linking job opportunities and housing opportunities. 	<ul style="list-style-type: none"> ▪ Adequate housing and improved quality living environments ▪ Security of tenure Eradicate backlog and issuing of title deeds ▪ Improved capacity to deliver basic services, quality infrastructure and integrated public transport to increase household access to basic services. ▪ Review regulatory framework on water ownership and governance (water rights, water allocation and water use) ▪ Effective water management system for the benefit of all ▪ Affordable, safe and reliable public transport

Priority 6: Social cohesion and safe communities

2024 Impact	Outcomes
▪ A diverse socially cohesive society with a common national identity	<ul style="list-style-type: none"> ▪ Fostering Constitutional Values ▪ Equal Opportunity, inclusion and Redress ▪ Promoting social cohesion through increased interaction across space, race and class ▪ Promoting active citizenry and leadership ▪ Fostering a social compact
▪ Improved investor perception (confidence)	<ul style="list-style-type: none"> ▪ Improvement in Corruption Perception Index rating ▪ Effectively defended, protected, safeguarded and secured communities ▪ Reduced organised crime ▪ Increased feelings of safety in communities ▪ A secure cyber space ▪ The social reintegration of offenders

Priority 7: A better Africa and the World

2024 Impact	Outcomes
▪ A better South Africa	<ul style="list-style-type: none"> ▪ Increased FDI and increased exports contributed in economic growth ▪ Growth in tourism sector resulting in economic growth ▪ Increased regional integration and trade ▪ Increased intra- Africa trade ▪ Enhanced national implementation of the Sustainable Development Goals (SDG) Agenda 2030 and Agenda 2063 ▪ International norms and standards implemented that improve conditions for all in South Africa ▪ Equitable multilateral institutions and enhanced global governance

(c) NATIONAL DISTRICT-BASED APPROACH (also see paragraph 5.3(b): *Western Cape Joint District Approach*) [Add]

State of the nation address (SONA), 20 Jun 2019

The new district-based approach was first announced by President Cyril Ramaphosa in his third state of the nation address on 20 June 2019. Addressing the need for a capable and developmental state, Ramaphosa said: "*We will be adopting a district-based approach – focusing on the 44 districts and eight metros – to speed up service delivery, ensuring that municipalities are properly supported and adequately resourced*".

Cabinet, 21 August 2019

Cabinet approved the new District Based Service Delivery Model, as an important innovation in the implementation of service-delivery programmes. The model, which currently focuses on forty-four (44) districts and eight metros, will ensure coherence and integration in planning, budgeting and implementation of service delivery projects in all districts by all three spheres of government – national, provincial and local.

The model is anchored on the Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005), which provides for a framework for a coordinated and integrated alignment of developmental priorities, and objectives between the three spheres of government. It is also meant to enhance other alignment initiatives like integrated development plans with a clear focus of implementing one plan in each district across all spheres of government.

President Ramaphosa will be the champion of the model, supported by Deputy President David Mabuza and the entire executive. Provincial Premiers and their Executive and local and district Mayors, together with their EXCO, will be part of the implementation of this district-based service delivery model.

Statement by the Presidency, 12 September 2019

Development will be pursued through single, integrated district plans enabled by the vision of "One District; One Plan; One Budget; One Approach". This model has been endorsed by Cabinet, local government structures, traditional authorities and the President's Coordinating Council (PCC).

This new approach will require - with effect from the 2020/21 Budget cycle - that national budgets and programmes be spatially referenced across the 44 districts and 8 Metros. Similarly, provincial government budgets and programmes will be spatially referenced to districts and metros in the respective provinces, while municipalities will express the needs and aspirations of communities in integrated development plans for the 44 districts and 8 Metros.

Key activities

- Profile reports of all the Districts and Metro's developed.
- National and Provincial departments budgets and programmes spatially referenced.
- Analysis of the National and Provincial Department investments and plans, including analysis of the IDP's of the Districts, locals and Metros.
- Development of the One Plan that reflects a single joint up plans of all of government, including investments plans of SOE's and Private Sector.

Role of Provinces

- Provinces to develop profiles that inform the national profiles of all the Districts and Metro's developed by end of November 2019.
- Provinces collate consolidate provincial departmental budgets and projects per district and metro (and spatially reference).
- Identify of catalytic projects per District / Metro.
- Provinces to support the establishment of Hubs.
- Coordinate and support the development of ONE Plans.

(d) BACK TO BASICS PROGRAMME - SEPTEMBER 2014 [Delete]

5.3 Provincial policy directives

(a) PROVINCIAL STRATEGIC PLAN 2019-2024 *[Add in the place of the Provincial Strategic Plan 2014-2019]*

The Provincial Strategic Plan (PSP) sets out the Western Cape Government's (WCG) vision and strategic priorities. The PSP 2019-2024 builds on the firm foundations that were put in place during the last two terms of office.

The WCG commits to building a values-based competent state that enables opportunity and promotes responsibility in a safer Western Cape.

- We will live and be held accountable to our values as a government and we will continue to build the capable state on this foundation.
- We will continue delivering opportunities to our people and we will expect them to take responsibility for improving their own lives.
- We will make this Province safer under the Rule of Law.

This vision is expressed in the five strategic priorities identified for 2019-2024, our Vision-inspired Priorities.



Vision Inspired Priority	Focus Areas	Interventions
<p>1 Safe and cohesive communities <i>The Western Cape is a place where residents and visitors feel safe</i></p>	<ul style="list-style-type: none"> ▪ Enhanced capacity and effectiveness of policing and law enforcement ▪ Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence ▪ Increased social cohesion and safety of public spaces 	<ul style="list-style-type: none"> ▪ Enhance enforcement capacity in targeted priority precincts ▪ Improve evidence-based, professional policing through community safety oversight initiatives ▪ Strengthen crime prevention partnerships with non-government role players ▪ The First 1000 Days initiative ▪ The Eye-on-the-Child (and Youth) safety priority ▪ The Child Care and Child Protection programme ▪ Expansion of the Child and Youth Care Centres ▪ The school-based violence prevention programme ▪ Address upstream factors such as alcohol and drug use
<p>2 Growth and Jobs <i>An enabling, competitive economy which creates jobs and is demand-led and private sector driven</i></p>	<ul style="list-style-type: none"> ▪ Increasing investment ▪ Building and maintaining infrastructure 	<ul style="list-style-type: none"> ▪ Remove obstacles to investment ▪ Investment promotion and business retention ▪ Attract investment in catalytic infrastructure ▪ Secure energy supply within the Province ▪ Support municipalities to reduce infrastructure underspending and carry out medium to long term infrastructure planning ▪ Implement innovative models to spend infrastructure funds effectively and efficiently and better utilise government assets ▪ Place particular focus on the maintenance and protection of core provincial infrastructure and investment in resource resilient infrastructure

Vision Inspired Priority	Focus Areas	Interventions
	<ul style="list-style-type: none"> ▪ Growing the economy through export growth ▪ Creating opportunities for job creation through skills development ▪ Creating an enabling environment for economic growth through resource resilience 	<ul style="list-style-type: none"> ▪ The WCG will release assets that are non-strategic or core assets that can be better utilised by the private sector ▪ The WCG will support municipalities with the identification and project preparation of catalytic economic infrastructure ▪ Tradable sector development ▪ Export promotion ▪ African trade markets ▪ Improved market access ▪ Provincial Freight Strategy ▪ Support youth skills development initiatives ▪ Prioritise skills development in the rural landscape ▪ The WCG will implement a graduate intern programme and industry intern programme ▪ Assist local emerging contractors through an Emerging Contractor Development Programme and Labour Intensive programme ▪ Climate change resilience ▪ Energy security ▪ Water security ▪ Waste management and the waste economy
<p>3 Empowering People</p> <p><i>Residents of the Western Cape have opportunities to shape their lives and the lives of others, to ensure a meaningful and dignified life</i></p>	<ul style="list-style-type: none"> ▪ Children and families ▪ Education and learning ▪ Youth and skills 	<ul style="list-style-type: none"> ▪ Implementing the First 1000 Days Initiative ▪ Increase access to quality early childhood development initiatives ▪ Ensure that evidence-based care and services are provided to vulnerable families ▪ Equip learners with the appropriate skills required for the 21st-century world of work ▪ Implement the Foundation Phase Reading Strategy ▪ Improve the quality of school accountability, functionality, and support ▪ Implement the Youth in Service programme and ensure youth programme quality across the WC ▪ Effectively identify youth at risk and place them in targeted programmes ▪ Expand and entrench After School Programmes

Vision Inspired Priority	Focus Areas	Interventions
<p>4 Mobility and Spatial Transformation <i>Residents live in well-connected, vibrant, and sustainable communities and move around efficiently on safe, affordable, low carbon public transport</i></p>	<ul style="list-style-type: none"> ▪ Health and wellness ▪ Better linkages between places through safe, efficient and affordable public transport ▪ Inclusive places of opportunity ▪ More opportunities for people to live in better locations 	<ul style="list-style-type: none"> ▪ Improve wellness through prevention and healthy lifestyles programmes ▪ Improve health systems and infrastructure reform ▪ Improve the rail service, especially to get the Central Rail Line working effectively ▪ Expanded deployment of Railway Enforcement Officers ▪ Increase the proportion of minibus taxis operating in accordance with basic standards and reduce the number of illegal minibus taxis on the road ▪ Increase the proportion of road freight moving to rail to ease congestion and reduce the cost of maintaining the road network ▪ Strengthen Traffic Law Enforcement through funding of additional officers ▪ Improve local transport systems in partnership with non-metro municipalities, with a focus on public transport and non-motorised transport in poor and marginalised communities ▪ Transit-oriented developments that are mixed-use and promote densification ▪ Support municipalities to produce built-environment and infrastructure projects defined in their Spatial Development Frameworks and Capital Expenditure Frameworks ▪ Ensure infrastructure resilience in the face of significant climate change impacts ▪ The WCG will target 14 priority housing development areas for high density, mixed-use, mixed-income and mixed-tenure developments ▪ The WCG will use state-owned land and buildings as catalysts for integration and spatial transformation ▪ The WCG will develop an inclusionary housing policy framework and provide policy assistance to municipalities ▪ The WCG will support the identification of restructuring zones and intergovernmental

Vision Inspired Priority	Focus Areas	Interventions
	<ul style="list-style-type: none"> ▪ Improving the places where people live 	<ul style="list-style-type: none"> investment pipelines for land release in municipal SDFs ▪ The WCG will continue to roll out the Regional Socio-economic Programme (RSEP) ▪ The WCG will continue supporting the 16 Rural Development Nodes ▪ Improve and protect the quality of environmental systems to protect people from climate change risks
<p>5 Innovation and Culture</p> <p><i>Government services are delivered to the people of the Western Cape in an accessible, innovative, and citizen-centric way</i></p>	<ul style="list-style-type: none"> ▪ Citizen-centric culture ▪ Innovation for impact 	<ul style="list-style-type: none"> ▪ Create capacitated leaders to sustain the desired culture through leadership maturity development using a value-based leadership development programme ▪ Enable sustained vision clarity and passion for the purpose of the WCG through leader-led and vision-inspired engagement processes ▪ Align the mindsets, competencies of WCG employees and WCG work practices to enable collaboration, ongoing learning, and adaptation at inter-departmental and intergovernmental levels ▪ Develop and implement an employee value proposition to affirm the WCG as an employer of choice ▪ Develop an integrated employee engagement, organisational culture, and citizen satisfaction index to facilitate alignment between the WCG service commitment and the citizen/user experience ▪ Build internal capacity for innovation in the WCG by establishing cross-departmental and external exchange programmes – Western Cape Exchange ▪ Build an “innovation for impact” initiative to drive service delivery through innovative tools ▪ Develop an innovative financing and procurement framework to assist with reducing barriers to deliver on the PSP outcomes

Vision Inspired Priority	Focus Areas	Interventions
	▪ Integrated service delivery	▪ Implemented Integrated Work Plan and annual Integrated Implementation Plan through the JDA ▪ Citizen Empowerment
	▪ Governance transformation	▪ Strengthening and maintaining governance and accountability

(b) WESTERN CAPE JOINT DISTRICT APPROACH (also see paragraph 5.2(c): National District-Based Approach) [Add]

At the advent of the 6th National Parliament a "new way" of working together has been introduced by National Government termed the "District-Based Approach".

Inspired by the Khawuleza (hurry up) call to action, the National District-Based Approach aims to accelerate, align and integrate service delivery under a single development plan per district or metro that is developed jointly by national, provincial and local government as well as business, labour and community in each district. It will enable government as a whole to have line of sight of exactly where the challenges and blockages are, to resolve them and to ensure there is proper implementation.

The Western Cape Government followed this initiative by introducing the "Joint District Approach" (JDA).

The JDA envisages for the three spheres of government to converge, using IGR engagements, to develop similar Western Cape strategic, development and planning priorities with aligned budgets and accelerated implementation for service delivery.

The Joint District Approach -

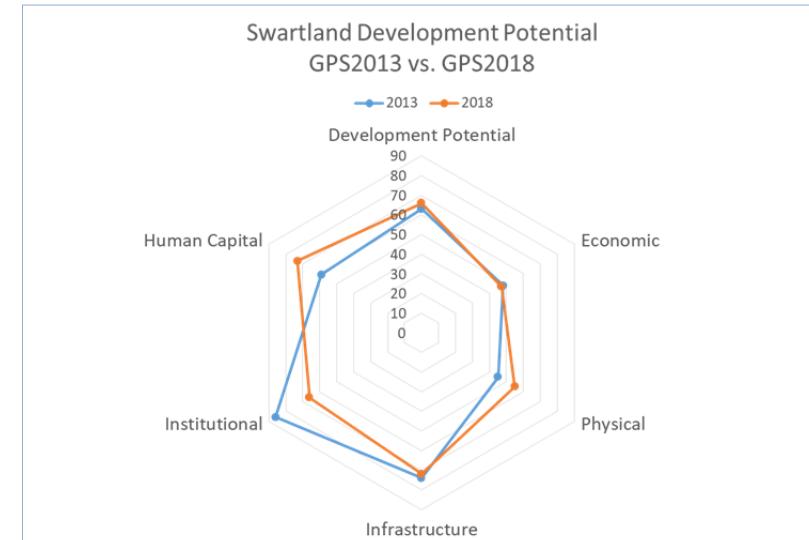
- is a geographical (district) and team based, citizen focused approach;
- has the output of a single implementation plan to provide planning and strategic priorities, developmental initiatives, service delivery and capacity building;
- has the desired outcome of improving the living conditions (lives) of citizens;
- has a horizontal interface (between provincial departments) and a vertical interface (National, Provincial and local government spheres).
- does not exclude local municipalities
- is not a functions and power debate
- promotes collaboration using the District Coordinating Forum as the governance instrument for co-planning, co-budgeting and co-implementation to strengthen service delivery to communities.

(c) GROWTH POTENTIAL OF TOWNS STUDY 2018 (SWARTLAND INFO) [Add]

The growth potential of towns study (GPTS) is quantitative research on the economic and socio-economic potential and challenges in settlements and municipalities in the Western Cape. The purpose of the GPTS is **not** to prescribe where growth (e.g. economic, population and physical) **should** occur, but rather where it is **likely** to occur (in the absence of significant interventions).

Swartland Development Potential – Composite Growth Potential

- Overall composite Growth Potential score improved (from 63 to 66)
- Human Capital gains made relatively speaking (moved from 59 to 73)
- Economic performance score decreased slightly (from 48 to 47)
- The Physical theme score moved in a positive direction (from 45 to 55)
- Infrastructure score moved slightly lower (from 74 to 72)
- Visible regression in Institutional Theme scores (from 86 to 66)



Composite growth potential per theme – change and trend

Theme	GP Study		Change	Growth criteria	Indication for the Swartland	Note
	2013	2018				
Human Capital:	59	73	14	Per capita income, economic empowerment, unemployment, HDI, matric pass rate, working age population with Gr 12 or higher, economically active population	The higher value indicates improved skills, knowledge, experience and human development	Top 10 position
Economic:	48	47	-1	Economically active population, personal income, economic growth, growth in highly skilled labour, property tax revenue, GVA growth	The slightly lower value indicates a decline in relative economic performance	
Physical:	45	55	10	Annual rainfall, surplus/shortfalls of peak summer GAADD, Grazing capacity, area cultivated Growth in percentage area cultivated	The higher value indicates an overall improvement in relative performance, from a physical environment perspective	
Infrastructure:	74	72	-2	Access to the Internet, a cell phone, sanitation, water, electricity and waste removal, waste water treatment works (WWTW) spare capacity, State of WWTW infrastructure	The slightly lower value signifies an overall improvement in people's access to municipal infrastructure	Top 10 position

Theme	GP Study		Change	Growth criteria	Indication for the Swartland	Note
	2013	2018				
Institutional:	86	66	-20	Infrastructure backlog reduction, posts filled, crime, voter turnout, social service and amenities	The lower value indicates an overall drop in relative performance in the Municipality which is affected by a further entrenchment of the challenges experienced by Municipalities from an institutional perspective.	Top 10 position
Overall composite Growth Potential:	63	66	3			Top 10 position

Chapter 6: District and Local Municipal policy directives

[Add the words "District and Local" to the heading]

6.1 Links between National, Provincial and local policy directives *[Add]*



6.2 West Coast District Single Implementation Plan *[Add]*

At the advent of the 6th National Parliament a "new way" of working together has been introduced termed the "District-Based Approach" (at National level) and "Joint District Approach" (at Provincial level).

Central to the Western Cape's Joint District Approach (JDA) is the principles of co-planning, co-budgeting, co-implementation and its translation into service delivery to communities. As such is it envisions a District Single Implementation Plan (DSIP) to provide planning and strategic priorities, developmental initiatives, service delivery and capacity building. A summary of the DSIP will be added to this IDP as soon as it is finalised and approved.

Chapter 7: The strategy unpacked

7.4 The Municipality's five year strategy

(d) TOP TEN RISKS FACING THE MUNICIPALITY *[Add]*

The top ten risks according to the Municipality's Risk Register are the following:

1. Exposure to Coronavirus (COVID-19) / COVID-19 outbreak
2. Insufficient preparation for disasters
3. In-migration and population growth
4. Land invasion
5. Ageing and poorly maintained infrastructure
6. Lack of capacity in respect of infrastructure
7. Community safety and law compliance
8. Insufficient information for potential developers to invest in Swartland (choose to invest elsewhere)
9. Unsafe and unhealthy working conditions and environment
10. Unsatisfied/uninvolved/Uninformed

STRATEGIC GOAL 1: IMPROVED QUALITY OF LIFE FOR CITIZENS *[Update and amend]*

(a) CURRENT STATE OF AFFAIRS

Education:

The area had 30 public ordinary schools in 2018 which accommodated 17 939 learners. Learner enrolment increased from 17 356 in 2016 and to 17 939 in 2018. The proportion of no-fees schools was 73.3% in 2018.

Learner retention within Swartland municipal area dropped from 79.8% in 2017 to 68.0% in 2018. The Swartland matric pass rate increased from 83.5 in 2017 to 84.5% in 2018.

Health:

In 2018 primary healthcare facilities in the area consisted of 4 fixed clinics, 9 mobile/satellite clinics, 1 community day centre and 1 district hospital (Malmesbury). In addition, there are 15 antiretroviral treatment clinics/ treatment sites and 20 tuberculosis clinics/treatment sites.

In 2018 anti-retroviral treatment (ART) was provided to 3 034 patients. Tuberculosis (TB) cases declined from 915 in 2017 to 852 in 2018.

Children immunised as a % of the total number of children less than one year of age has declined from 58.0% in 2017 to 57.5% in 2018.

The number of malnourished children under five years was 3.0 per 100 000 people in 2017 and 2.6 in 2018.

The number of babies dying before reaching the age of 28 days, per 1 000 live births in a given year, has improved from 12.0 in 2017 to 10.9 in 2018.

(b) ALIGNMENT WITH NATIONAL AND PROVINCIAL PLANS AND POLICIES (SEE CHAPTER 5 FOR DETAIL) *[Update and amend]*

Strategic Goal 1 aligns with the:

National Development Plan

- Chapter 8 (Transforming human settlements)
- Chapter 9 (Improving education, training and innovation)
- Chapter 10 (Health care for all)
- Chapter 11 (Social protection)
- Chapter 12 (Building safer communities).

Integrated Urban Development Framework: 2016

- Policy lever 7 (Empowered active communities)

Medium-Term Strategic Framework: 2019-2024

- Priority 2: Education, skills and health
- Priority 3: Consolidating the social wage through reliable and quality basic services
- Priority 5: Social cohesion and safe communities

Western Cape's Provincial Strategic Plan: 2019-2024

- VIP 1: Safe and cohesive communities
- VIP 3: Empowering People

(d) RESULTS CHAIN *[Delete]*

(e) ACTION PLAN

Strategic Objectives	Strategic Initiatives	Key Performance Indicators	Targets
<i>1.1 Facilitate access to the economy - Strategic Objective, Initiative, KPI and target moved to Manager: Community Development</i>			
1.1 Facilitate access to the economy	Support local economic development through skills and enterprise development Engagement with formal business on SMME support	Number of SMME training sessions	1 per quarter
1.2 Promote childcare facilities and early child development (0-6 years) (Completed)	Develop ECD information guidelines in respect of childcare facilities	ECD information guidelines approved	Yes (by June 2020)
<i>1.3 Increase the number of legal childcare facilities - Strategic Objective, Initiative, KPI and target moved to Manager: Community Development</i>			
<i>1.4 Promote child development (7-14 years) - Strategic Objective, Initiative, KPI and target moved to Manager: Community Development</i>			
<i>1.5 Facilitate youth development - Strategic Objective, Initiative, KPI and target moved to Manager: Community Development</i>			
1.6 Coordinate social development internally and externally with partners.	<p>Promote the coordination of social development through partnerships:</p> <ul style="list-style-type: none"> ▪ Internally: Internal Social Development Committee to identify additional action plans in each department that contributes to social development ▪ Externally: Local Drug Action Committee to compile a Local Drug Action Plan that must be reviewed every two years (Completed) 	Agreement reached on additional action plans in each department	Yes (by June annually)
1.7 Lobby for the basic needs and rights of vulnerable groups	Develop guidelines for assistance to persons with disabilities (Completed) Develop guidelines for vulnerable women (gender)	Guidelines approved	Yes (by June 2020)
1.8 Increase the effectiveness of the municipal traffic & law enforcement service	Effective traffic and law enforcement execution by using an Automated Number Plate Recognition (ANPR) Bus	Number of Reports on progress submitted to the portfolio committee	Yes (monthly) 10 per annum))
1.9 Integrated Crime Prevention / Safety stakeholder collaboration	Effective safety partnerships in terms of the Integrated Safety Strategy through an MOU with all role-players, especially SAPS	Report on progress submitted to the Mayoral Committee	Yes (annually by June)

Strategic Objectives		Strategic Initiatives	Key Performance Indicators	Targets
1.10 Prevent and manage land invasion. Monitor informal settlements.		Effective operation and monitoring by Traffic and Law Enforcement Division	Number of Reports on progress submitted to the Portfolio Committee	Yes (monthly 10 per annum)
1.11 Ensure that infrastructure development, resources and equipment are available to deliver an effective <u>and efficient Fire and Rescue Protection</u> Service to all communities in the Swartland		An effective operational <u>Fire and Rescue Service</u> Protection Service	Secure budget to expand the current Firefighting and Emergency resources	Yes (annually by November)
			A fire and rescue strategic plan developed (Completed)	Yes (by September 2018)
			Secure budget to expand the current Law Enforcement resources	Yes (annually by November)
1.12 Extension of service delivery of Protection Services Department		Extension of learners licence centres for Darling and Riebeek Valley	Learners licence centres operational in Darling and Riebeek Valley	Yes Darling: July 2020 Riebeek Valley: July 2021
1.13 <u>Establishment of a</u> Swartland Safety Initiative		Facilitate the establishment of a An effective Swartland Community Safety Forum	Reports on progress submitted to the Portfolio Mayoral Committee	Yes (Bi-annually by June)
		Facilitate the establishment of four Community Police Forums (one per SAPS office) (Completed)	Community Police Forums accredited, registered and trained	Yes (By June 2019)
		Facilitate the establishment of four Neighbourhood watches (one per CPF) (Completed)	Neighbourhood watches accredited, registered and trained	Yes (4 By June 2019 and another 4 by June 2020)

(f) STRATEGIC RISKS LINKED TO STRATEGIC GOAL 1

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
Exposure to Coronavirus (COVID-19) / COVID-19 outbreak	5 5	25	<ul style="list-style-type: none"> Posters and info sessions - e-mails Press release and update of website - hotline number Communication - regular e-mails, discussions at invocom 	1 (Ineffective)	25
Insufficient preparation for disasters	5 5	25	<ul style="list-style-type: none"> Annual awareness campaign regarding disaster management plan Annual review of the approved Disaster Management Plan Disaster recovery and business continuity plan Updated, approved and annual review of the Firefighting by-law 	0.82 (Average)	20.50
Land invasion	5 5	25	<ul style="list-style-type: none"> Housing pipeline Human Settlement plan Law enforcement 	0.68 (Average)	17

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
			<ul style="list-style-type: none"> Indigents Audit 		
Community safety and law compliance	5	5	<ul style="list-style-type: none"> Law enforcement awareness campaigns Annual review of current by-laws and fines applicable to traffic and law enforcement service Enforce municipal by-laws and traffic legislation Quarterly interaction with the judicial system CCTV operational room 	0.68 (Average)	17

(g) CAPITAL BUDGET LINKED TO STRATEGIC GOAL 1

Strategic Objective	Strategic Initiatives	2020/2021	2021/2022	2022/2023
Manage Development Services	Manage Community Development	0	100 000	0
	Manage Multi-Purpose Centres	0	222 912	0
<i>Subtotal</i>		<i>0</i>	<i>322 912</i>	<i>0</i>
Manage Protection Services	Manage Protection Services	96 000	98 000	100 000
	Manage Traffic and Law Enforcement	611 600	449 200	616 000
	Manage Fire and Emergency Services	1 320 000	3 170 000	1 480 000
<i>Subtotal</i>		<i>2 027 600</i>	<i>3 717 200</i>	<i>2 196 000</i>
<i>Total Goal 1</i>		<i>2 027 600</i>	<i>4 040 112</i>	<i>2 196 000</i>

(h) OPERATING BUDGET LINKED TO STRATEGIC GOAL 1

Strategic Objective	Strategic Initiatives	2020/2021	2021/2022	2022/2023
Manage Development Services	Manage Community Development	3 087 683	3 339 420	3 510 879
	Manage Multi-Purpose Centres	1 519 349	1 473 988	1 974 905
	Manage Environmental and Occupational Health	1 852 013	1 747 422	1 846 153
<i>Subtotal</i>		<i>6 459 045</i>	<i>6 560 830</i>	<i>7 331 937</i>
Manage Protection Services	Manage Protection Services	2 254 841	2 438 739	2 793 924
	Manage Civil Protection	300 000	300 000	300 000
	Manage Licensing and Registration Services	8 652 074	9 146 340	9 716 275
	Manage Traffic and Law Enforcement	45 267 528	48 073 353	49 939 508
	Manage Fire and Emergency Services	7 218 400	7 713 750	7 928 449
	Manage the Harbour Yzerfontein	384 535	410 269	446 830
<i>Subtotal</i>		<i>64 077 377</i>	<i>68 082 450</i>	<i>71 124 986</i>
<i>Total Goal 1</i>		<i>70 536 421</i>	<i>74 643 281</i>	<i>78 456 923</i>

STRATEGIC GOAL 2: INCLUSIVE ECONOMIC GROWTH

(a) CURRENT STATE OF AFFAIRS

In the Swartland municipal area, the local economy was dominated by the manufacturing sector (R1.983 billion; 24.5%), followed by wholesale and retail trade, catering and accommodation (R1.404 billion; 17.4%) and agriculture, forestry and fishing sector (R1.303 billion; 16.1%) in 2017. Combined, these top three sectors contributed R4.690 billion (or 58.0%) to Swartland's economy, estimated to be worth R8.080 billion in 2017. The average annual growth in the GDP between 2008 and 2017 was 2.6% per annum.

In 2017 the majority (49.9%) of the formally employed workforce of the Swartland operated within the low-skill sector, which had grown by 4.3% per annum on average since 2014. The semi-skilled sector employed 34.8% of the Swartland's workforce, and grew by 3.5% per annum on average since 2014. The skilled sector employed only 15.3% of the workforce and grew at a rate of 3.2% per annum since 2014.

The agriculture, forestry and fishing sector contributed the most jobs to the area in 2017 (13 363; 29.3 per cent), followed by the wholesale and retail trade, catering and accommodation sector (9 065; 19.9 per cent) and the community, social and personal services (5 886; 12.9 per cent) sector. Combined, these three sectors contributed 28 314 or 62.1 per cent of the 45 596 jobs in 2017.

(b) ALIGNMENT WITH NATIONAL AND PROVINCIAL PLANS AND POLICIES (SEE CHAPTER 5 FOR DETAIL)

Strategic Goal 2 aligns with the:

National Development Plan

- Chapter 3 (Economy and employment)
- Chapter 6 (Inclusive rural economy)

Integrated Urban Development Framework: 2016

- Policy lever 6 (Inclusive economic development)

Medium-Term Strategic Framework: 2019-2024

- Priority 1: Economic transformation and job creation

Western Cape's Provincial Strategic Plan: 2019-2024

- VIP 2: Growth and Jobs

(d) RESULTS CHAIN *[Delete]*

(e) ACTION PLAN

Strategic Objectives	Strategic Initiatives	Key Performance Indicators	Targets
2.1 Relevant stakeholders systematically improve local competitive advantages	Gain commitment from key stakeholders to collaborate systematically to strengthen local competitive advantages.	Number of key stakeholder groups actively contributing to improved competitive advantage	5 by end of 2018 10 by end of Dec 2020 15 by end of Dec 2022

Strategic Objectives	Strategic Initiatives	Key Performance Indicators	Targets
2.2 Well located, serviced sites and premises available for commercial and industrial investors	Ensure adequate supply of land and services for commercial and industrial premises.	Number of well located, serviced industrial sites available.	10 by end of 2018 15 by end of <u>Dec</u> 2020 20 by end of <u>Dec</u> 2022
2.3 <i>The specific opportunities and benefits for investors are actively promoted (Completed)</i>	<i>Establish an investment promotion and facilitation system.</i>	<i>An investment promotion and facilitation system established</i>	Yes (by June 2019)
2.4 Local markets work better to increase opportunity for local small businesses	Establish a local business opportunity network incl. a local business directory	Number of opportunities advertised / shared with Swartland businesses.	20 by end of 2018 50 by end of <u>Dec</u> 2020 100 by end of <u>Dec</u> 2022
2.5 Easier for farmers to add and grow new / promising business models	New (more enabling) Spatial Development Framework	Number of key constraints to growth removed.	1 by end of 2018 2 by end of <u>Dec</u> 2020 3 by end of <u>Dec</u> 2022
2.6 Easier for local citizens to access economic opportunity	Establish an information portal pointing to best information sources including local support services	Number of unique visitors (local, with more than 1 page view)	100 by end of 2018 300 by end of <u>Dec</u> 2020 400 by end of <u>Dec</u> 2022
2.7 <i>Increase tourism visitors and brand the Swartland as a good place to live, work and play</i>	<i>Develop Implement a more effective tourism destination marketing and development business model</i>	<i>Study done and revised tourism business model finalised. (Completed)</i>	Yes (by June 2020)
	<i>Revised tourism business model implemented</i>	<i>Revised tourism business model implemented</i>	<u>Yes (by June 2021)</u>
	<u>Do product assessment and compile a development and marketing strategy for the Swartland</u>	<u>Study done and strategy compiled</u>	<u>Yes (by June 2021)</u>

(f) STRATEGIC RISKS LINKED TO STRATEGIC GOAL 2

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
Insufficient information for potential developers to invest in the Swartland (choose to invest elsewhere)	4 5	20	<ul style="list-style-type: none"> Investors are made aware of specific opportunities and benefits of investing in Swartland Key persons are trained and committed to respond to investment enquiries The information that will attract business investment to Swartland is easily accessible online 	0.77 (Average)	15.4
No networks and support centres to help businesses improve business practices	4 4	16	<ul style="list-style-type: none"> Continuous engagements with business chamber Development of networks and support centres within communities to help small businesses implement new business practices Local business opportunity network incl. a local business directory 	0.75 (Average)	12

(g) CAPITAL BUDGET LINKED TO STRATEGIC GOAL 2

Strategic Objective	Strategic Initiatives	2020/2021	2021/2022	2022/2023
Facilitate economic development in the municipal area	Facilitate economic development in the municipal area	0	0	0
Total Goal 2		0	0	0

(h) OPERATING BUDGET LINKED TO STRATEGIC GOAL 2

Strategic Objective	Strategic Initiatives	2020/2021	2021/2022	2022/2023
Facilitate economic development in the municipal area	Facilitate economic development in the municipal area	150 000	150 000	150 000
Total Goal 2		150 000	150 000	150 000

STRATEGIC GOAL 3: QUALITY AND SUSTAINABLE LIVING ENVIRONMENT

(a) CURRENT STATE OF AFFAIRS

Housing:

In 2016 the majority of households (94.6%) lived in formal dwellings, compared to 90.9% in 2011. The remainder of households lived in traditional dwellings (0.9%), informal dwelling/shack (4.1%) and other dwelling types (0.4%). In 2017 there were 14 722 people on the housing waiting list by June 2019.

Urbanization:

Because of urbanization, with Cape Town as one of the three metropolitans experiencing the highest growth, the development potential of Swartland increased. The Swartland population increased from 72 115 (2001) to 113 782 (2011) and 133 762 (2016) as new people urbanize and in-migrate. As a high percentage of these people are dependent on state subsidized housing, the challenge is to create compact liveable urban areas.

Urban Edges:

The guide and control orderly development of the built environment are demarcated for five (5) and twenty (20) periods years in accordance with the planning principles as advocated in SPLUMA and LUPA. The urban edges of the towns in the Swartland protects high value agricultural land and encourage compact urban form, spatial integration (Malmesbury and Abbotsdale) whilst providing for additional land to address the future urban growth.

Socio-economic:

In an effort to eliminate poverty and reduce inequality, the National Development Plan has set the objective of having zero households earn less than R418 per month by 2030. The Swartland is still behind this target with approximately 12.2% of the 30 276 households that earn less than R400 in 2011. Lower levels of household income increase the dependency on municipal support which strains municipal resources in an effort to provide free basic services. The most significant challenge in alleviating poverty is to achieve easy access to the economy for poor people.

Resources:

The present drought situation following the below average rainfall for the current and previous rainfall season necessitates a holistic approach towards water provision. The transferring of bulk water supply from the West Coast District Municipal area to local municipalities has been considered, however the financial implications thereof will add to the existing challenge of raising capital finance. The electrical bill for transferring the water accumulates to an additional 7.26 million per year for the Swartland Municipality's expenditure on operating costs.

Climate Change:

Climate change causes changes to precipitation, seasons, micro-climates and habitat stability and it is projected that the changes will impact negatively on the region and thus on the economy, natural resources and social sectors in the Swartland.

World nature conservation initiatives:

The proposed West Coast Conservation Corridor from the West Coast National Park on the northern boundary (Saldanha Municipality) along the Swartland coastline towards the south to the Blaauwberg Conservancy in the Cape Metropolitan area.

(b) ALIGNMENT WITH NATIONAL AND PROVINCIAL PLANS AND POLICIES (SEE CHAPTER 5 FOR DETAIL)

Strategic Goal 3 aligns with the:

National Development Plan

- Chapter 5 (Environmental sustainability and resilience)
- Chapter 8 (Transforming human settlements)

Integrated Urban Development Framework: 2016

- Policy lever 1 (Integrated urban planning and management)
- Policy lever 2 (Integrated sustainable human settlements)
- Policy lever 5 (Efficient land governance and management)

Medium-Term Strategic Framework: 2019-2024

- Priority 4: Spatial integration, human settlements and local government

Western Cape's Provincial Strategic Plan: 2019-2024

- VIP 2: Growth and Jobs

(d) RESULTS CHAIN [Delete]

(e) ACTION PLAN

Strategic Objectives	Strategic Initiatives	Key Performance Indicators	Targets
3.1 Maximise economic opportunities and comparative advantage <i>(Completed)</i>	<i>Spatially strengthen mobility and economic links.</i>	<i>An economic mobility spatial plan developed and integrated into LED and EGM (subject to availability of funds).</i>	<i>By June 2020</i>
3.2 Enable sustainable rural and agricultural development <i>(Deleted)</i>	<i>Grow and diversify the agricultural sector through support of alternative and intensive uses like agri-processing, agri-tourism, smallholdings and product development.</i>	<i>Formalisation of the Integrated Agriculture, Rural and Culture Development Corridor (Intensive Rural Development Corridor) and develop a precinct plan.</i>	<i>By June 2019</i>
3.3 Enhance conservation and biodiversity	Finalise stewardship programme	Registration of stewardship programme with Cape Nature on municipal land	By June 2020 ⁰¹
<i>3.4 Protect cultural and built heritage landscape - Strategic Objective, Initiative, KPI and targets moved to Manager: Built Environment</i>			
<i>3.5 Spatially enable sustainable settlements - Strategic Objective, Initiative, KPI and targets moved to Manager: Built Environment</i>			
<i>3.6 Enhance safe, healthy, liveable and sustainable communities and neighbourhoods - Strategic Objective, Initiative, KPI and targets moved to Manager: Human Settlements</i>			

Strategic Objectives	Strategic Initiatives	Key Performance Indicators	Targets
3.7 Provide the whole spectrum of government subsidised housing (Integrated Residential Development Programme (IRDP), Upgrading of Informal Settlements Programme (UISP) and Community Residential Unit Programme (CRU)) (Deleted)	Facilitate land availability, bulk infrastructure provision and the implementation of the Housing Pipeline	Targets achieved as per Housing Pipeline	Annually
3.8 Increase access for citizens in new settlements to urban amenities, work, schools, clinics, parks, etc.	Do new housing developments in terms of the Social economic Facility Policy and the Spatial Development Framework (SDF) Secure funding for the social facilities	Council approval of budget and implementation for social facilities in terms of the project approval by DHS	Annually
3.9 Maintain a balance between non-paying and paying households through the increased provision of affordable housing, Finance Linked Individual Subsidy Programme (FLISP) housing, Gap housing and social housing.	Obtain land use rights and secure funding for (FLISP) housing, Gap housing and social housing <i>Appoint credible housing institution to build and manage social housing</i> <i>Draft a credible social housing policy</i>	Funding secured <i>Appointment finalised</i> <i>Social Housing policy completed</i>	By June 2022 By December 2022 Yes (by June 2021)

(f) STRATEGIC RISKS LINKED TO STRATEGIC GOAL 3

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
In-migration and population growth	5 5	25	<ul style="list-style-type: none"> ▪ Effective planning (SDF, Human settlements plan, Social development plan, Master services plan) ▪ Law enforcement ▪ Timeous management response by informing the public ▪ Feedback at ward committees ▪ Continuous Application for increase housing funding ▪ Transparency of housing awarding ▪ Municipal land can be secured but not in all areas 	0.81 (Average)	20.25

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
Imbalance between the three pillars of sustainable development i.e. environment, economy and people	4 4	16	<ul style="list-style-type: none"> Annual review of relevant IDP indicators and targets for next financial year Application of the LED strategy Appointed Environmental management Inspector Approved Social Development Policy and Strategy Consultation with external social development committee Implementation and annual review of the integrated human settlement plan Regular Environmental Impact Assessments 7.SDF Implementation 	0.4 (Good)	6.4

(g) CAPITAL BUDGET LINKED TO STRATEGIC GOAL 3

Strategic Objective	Strategic Initiatives	2020/2021	2021/2022	2022/2023
Manage Development Services	Manage Development Services	38 000	40 000	42 000
	Manage Planning and Valuations	3 000 000	0	0
	Manage Human Settlements	50 454 000	6 400 000	36 760 000
	Manage the Caravan Park Yzerfontein	30 000	30 000	30 000
Total Goal 3		53 522 000	6 470 000	36 832 000

(h) OPERATING BUDGET LINKED TO STRATEGIC GOAL 3

Strategic Objective	Strategic Initiatives	2020/2021	2021/2022	2022/2023
Manage Development Services	Manage Development Services	2 078 407	2 205 519	2 336 269
	Manage Planning and Valuations	8 993 544	8 639 115	9 454 450
	Manage Building Control	3 062 857	3 237 294	3 434 486
	Manage Human Settlements	6 281 695	51 052 760	6 556 485
	Manage the Caravan Park Yzerfontein	2 178 446	2 290 457	2 486 089
Total Goal 3		22 594 948	67 425 144	24 267 779

STRATEGIC GOAL 4: CARING, COMPETENT AND RESPONSIVE INSTITUTIONS, ORGANISATIONS AND BUSINESS

(a) CURRENT STATE OF AFFAIRS

Schools:

In 2018 Swartland had 30 public schools which accommodated 17 939 learners. The proportion of no-fee schools was 73.3% in 2018. The number of schools equipped with libraries was 16 in 2018.

Healthcare facilities:

In 2018 Swartland had 4 fixed clinics and 9 mobile primary healthcare clinics. In addition, there was also 1 community day centre, 1 district hospital, 15 ART and 20 TB treatment clinics/ sites.

Swartland Municipality:

Swartland Municipality has the following buildings:

- 6 municipal offices (Moorreesburg, Riebeek West, Riebeek Kasteel and Yzerfontein)
- 3 town halls (Malmesbury, Riebeek West and Moorreesburg)
- 5 community halls (Moorreesburg, Darling, Wesbank, Abbotsdale and Yzerfontein)
- 1 Thusong centre (Ilinge Lethu)
- 9 libraries (Malmesbury, Wesbank, Riebeek West, Riebeek Kasteel, Chatsworth, Abbotsdale, Darling, Darling North and Moorreesburg)
- 4 museums (Malmesbury, Moorreesburg, Darling, and Riebeek Kasteel)
- 5 tourism offices (Darling, Moorreesburg, Malmesbury, Riebeek Kasteel and Yzerfontein)

Other Institutions:

Swartland has a variety of institutions which include:

- 5 police stations - Darling, Malmesbury, Moorreesburg, Riebeek Kasteel and Riebeek West
- 4 community policing forums - Darling, Malmesbury, Moorreesburg and Riebeek West;
- 1 fire brigade - Malmesbury and 2 satellite fire brigades - Moorreesburg and Darling
- 3 traffic departments - Darling, Malmesbury and Moorreesburg
- 2 motor vehicle testing centres - Malmesbury and Moorreesburg
- 3 motor vehicle registration centres - Darling, Malmesbury and Moorreesburg
- 2 driving licence testing centres - Malmesbury and Moorreesburg
- 4 post offices - Darling, Malmesbury, Moorreesburg and Riebeek Kasteel
- 1 disaster management centre - Moorreesburg
- 3 holiday resort and camping facilities - Yzerfontein Caravan Park, Ganzekraal and Misverstand Dam Resort
- 46 Early Childhood Development (ECD) facilities
- 2 child and youth care centres - Malmesbury and Moorreesburg
- 5 old age homes - Darling, Malmesbury, Moorreesburg and Riebeek Kasteel
- 8 service centres for the elderly - Abbotsdale, Darling, Kalbaskraal, Malmesbury, Moorreesburg and Riverlands
- 1 shelter for homeless adults - Malmesbury

Financial:

The current state of affairs in respect of Swartland Municipality's finances is contained in Chapter 8 Paragraph 8.1.

(b) ALIGNMENT WITH NATIONAL AND PROVINCIAL PLANS AND POLICIES (SEE CHAPTER 5 FOR DETAIL)

Strategic Goal 4 aligns with the:

National Development Plan

- Chapter 13 (Building a capable and developmental state)
- Chapter 14 (Fight corruption)

Integrated Urban Development Framework: 2016

- Policy lever 8 (Effective urban governance)
- Policy lever 9 (Sustainable finances)

Medium-Term Strategic Framework: 2019-2024

- Priority 6: Building a capable, ethical and developmental state

Western Cape's Provincial Strategic Plan: 2019-2024

- VIP 5: Innovation and Culture

(d) RESULTS CHAIN *[Delete]*

(e) ACTION PLAN

Strategic Objectives	Strategic Initiatives	Key Performance Indicators	Targets
4.1 A redesigned organisation structure that effectively facilitate the strategic objectives and purpose of the organisation (Completed)	Review the organisation design in light of the IDP Strategy and recommend a new organisation design	Review completed	By June 2019
	Implement the redesigned organisation structure	Redesigned organisation structure implemented	During the 2019/2020 financial year
4.2 Proactive succession and talent management that ensures consistent high levels of employee performance (Completed)	Implement a succession and talent management programme that links and develops high potential employees with key future roles in the organisation	Talent pool and succession plan compiled and implemented	By December 2018
4.3 Employment relations that create a climate of trust, cooperation and stability and accomplish a harmonious and productive workforce (Completed)	Develop a programme of innovative interventions, e.g. diversity management and awareness, climate creation to ensure sound employee relations and practices	Programme developed for implementation during the 2019/2020 financial year"	By July 2019
4.4 More informed and effective ward councillors and ward committees (Deleted)	Compile, implement and monitor communication plans for individual ward councillors to enhance public participation	Communication activities for ward councillors monitored	Yes (Quarterly)
		Councillors' performance monitored by the Executive Mayor as part of the PMS for councillors.	Quarterly
4.5 An IT connectivity strategy for the Swartland (Completed)	Develop an IT connectivity strategy and status quo report	Report finalised subject to Provincial Government's broadband project	By Jun 2019
4.6 Identify risks and implement preventative and corrective controls	Assign Risk Management responsibilities to Internal Audit as RM Shared Services contract ended	Updated Internal Audit Charter which include risk management facilitation role	By Jan 2019 and thereafter every second year
	Compile a Handover procedure to newly appointed Manager, Internal Audit	Complete handover procedure	By March 2020 ⁰¹
	Assign Disciplinary Committee responsibilities to four newly appointed members	Appointment of new members for the Disciplinary Committee over a period of six months for continuity	2 members by July 2020 and thereafter every three years
	Maintain an effective independent Performance, Risk and Financial Audit Committee as per legislation (Appoint for three years, but can extend for six years)	Appointment of new members for the PRF Committee over a period of three years for continuity	Annually by June

Strategic Objectives		Strategic Initiatives	Key Performance Indicators	Targets	
4.7 Sound long-term financial planning including making the right investment decisions		Review of Long Term Financial Plan <u>in line with adoption of new IDP every five years</u>	Review completed	Annually by <u>By March 2022</u>	
		Review budget related policies <u>in line with the LTFP for purposes of insuring relevance and alignment to Budget Circular</u>	Review completed	Annually by <u>Feb</u> <u>March</u>	
4.8 Sound financial management, budgeting and expenditure control (Completed)		<i>Each director to do a critical review of the cost drivers and implement a savings plan</i>	Review completed	By Nov 2018	
4.9 Broaden the tax/ revenue base (Completed)		<i>Create institutional capacity to facilitate this</i>	<i>Budget approved for critical interventions to give effect to increased revenue</i>	By Mar 2018	
4.10 Accomplish effective and efficient HR management		<u>Implement data analysis procedure for future municipal needs to identify corrective and preventative actions and to improve HR management function's effectiveness and efficiency as well as external benchmarking to identify continuous improvement opportunities</u>	<u>Data analysis implemented</u>	<u>Yes (by June 2022)</u>	
4.11 Access for citizens to secure tender		<u>Implement title restoration project in conjunction with Human Settlements and Kaya Lam</u>	<u>Percentage of pre-1994 properties (estate cases) transferred</u>	<u>50% of 24 (by June 2021)</u> <u>100% of 24 (by June 2022)</u>	

(g) STRATEGIC RISKS LINKED TO STRATEGIC GOAL 4

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
Unsafe and unhealthy working conditions and environment	5 4	20	<ul style="list-style-type: none"> Safety Representatives Bi-annual workplace safety awareness campaigns in all departments Health and Safety training Health Safety committee Incident reporting system Labour forum involvement Monthly declaration by directors of safety conditions Safety plans for construction projects Safety specifications and weekly monitoring Start card system (Checklist) 	0.76 (Average)	15.2

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
Unsatisfied / Uninvolved / Uninformed Clients	4 5	20	<ul style="list-style-type: none"> ▪ Adequately represented ward committees - Capacity building and training ▪ Amendment of ward committee rules and procedures ▪ Annual review of communication action plans and relevant IDP indicators and targets for next financial year ▪ Client satisfaction surveys ▪ Incident register and programme/ client services charter/ 24 hour service delivery ▪ IGR monitoring ▪ Customer service charter ▪ Code of conduct for councillors ▪ Block tariffs, equitable shares ▪ Compliance of legislation(Tariffs) ▪ Communication to public ▪ Good Service delivery uninterrupted 	0.75 (Good)	15
Insufficient revenue to meet the demand for quality services	4 4	16	<ul style="list-style-type: none"> ▪ Annual review of the credit control / indigent policy ▪ Application of the development contribution policy ▪ Automated credit control system 	0.75 (Average)	12
Insufficient fiscal governance and discipline	5 5	25	<ul style="list-style-type: none"> ▪ An implementation plan drawn up based on passed lessons learned at the vendor previous pilot sites ▪ Effective SDBIP monitoring ▪ Management monitoring of monthly reconciliations of control accounts (eg monthly VAT recon, debtors recon, bank recon) ▪ Monitoring of timelines to ensure the annual financial statements of the municipality is submitted in line with legislative requirements ▪ NT have provided high level awareness to key financial staff and delegated personnel from the various departments ▪ Own funds/ grant funding have been budgeted for to provide for the software upgrades if the current system is kept ▪ System upgrades have been happening on an ongoing basis and are in line with the NT hardware framework ▪ Yearly reconciliation of assets to the financial system 	0.4 (Good)	10

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
Lack of appropriately skilled and productive staff	4 5	20	<ul style="list-style-type: none"> ▪ Biometric Time Keeping system ▪ Implement policy for the recognition of achievement ▪ Individual perception surveys with staff every second year ▪ Performance management systems in place ▪ Recruitment and selection policy ▪ Succession planning ▪ Training done in accordance with work skills plan ▪ Vetting of certificates and reference checks ▪ Work place skills plan 	0.5 (Good)	10
Unauthorised, irregular, fruitless and wasteful expenditure	5 5	25	<ul style="list-style-type: none"> ▪ Reconciliation of Control Accounts ▪ Financial Policies (SCM, Cash and Investment, Budget, Credit Control and debt Collection, Anti- Corruption and Fraud Prevention) ▪ Functional Disciplinary Committee ▪ Sufficient separation of duties 	0.4 (Good)	10
Theft, fraud and corruption	5 5	25	<ul style="list-style-type: none"> ▪ Anti-corruption and fraud prevention policy ▪ Audit processes ▪ Efficient oversight and decision making structures) ▪ Hotline/ Awareness Campaigns ▪ Oversight structures (MPAC and Audit Committee) ▪ Rewards Policy Value system 	0.4 (Good)	10
Unstable governance caused by political influence	5 4	20	<ul style="list-style-type: none"> ▪ Adequately skilled management ▪ Training provided to ward committee members ▪ System of delegations ▪ Train and develop the new councillors ▪ Well defined roles and functions: section 53 role clarifications 	0.4 (Good)	8
Inadequate management and IT systems	5 4	20	<ul style="list-style-type: none"> ▪ IT Steering Committee ▪ Adequate budgets for capital and operations ▪ Annual review of ICT Governance framework ▪ Annual review of ICT strategic plan Disaster recovery and business continuity plan ▪ Electronic management systems ▪ Reconciliation of change logs and change requests ▪ Skilled and experienced personnel ▪ Training 	0.4 (Good)	8

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
Non-compliance	4 4	16 	<ul style="list-style-type: none"> ▪ Annual reviews of existing policies ▪ Audit processes/ oversight structures (MPAC and Audit Committee, Efficient oversight and decision making structures) ▪ Automated systems and exception reporting ▪ Enforcement of penalties and fines ▪ Legal compliance systems 	0.4 (Good)	 6.4
Lack of good governance	4 3	12 	<ul style="list-style-type: none"> ▪ Annual evaluation of Audit Committee by Mayor and MM ▪ Anti-corruption and fraud prevention policy ▪ Audit processes/ oversight structures (MPAC and Audit Committee, Efficient oversight and decision making structures) ▪ Disciplinary board for investigation of irregular, unauthorised and fruitless and wasteful expenditure ▪ Implementation of risk management ▪ Strong and effective leadership ▪ Systems of delegation/ Performance management systems 	0.4 (Good)	 4.8

(h) CAPITAL BUDGET LINKED TO STRATEGIC GOAL 4

Strategic Objective	Strategic Initiatives	2020/2021	2021/2022	2022/2023
Manage Corporate Services	Manage Corporate Services, Secretariat and Records and Ward Committees	440 000	22 000	24 000
	Manage Properties, Contracts and Legal Administration	21 470 000	37 000	39 000
	Manage Libraries	70 000	0	0
<i>Subtotal</i>		<i>21 980 000</i>	<i>59 000</i>	<i>63 000</i>
Manage Electrical Engineering Services	Manage ICT Services	1 470 000	1 157 000	802 500
<i>Subtotal</i>		<i>1 470 000</i>	<i>1 157 000</i>	<i>802 500</i>
Manage the Office of the Municipal Manager	Manage the Office of the Municipal Manager	10 000	10 000	10 000
<i>Subtotal</i>		<i>10 000</i>	<i>10 000</i>	<i>10 000</i>
Manage Financial Services	Manage Financial Services	44 000	26 000	28 000
	Manage Finance (Credit Control, Income and Expenditure)	216 720	222 912	231 168
<i>Subtotal</i>		<i>260 720</i>	<i>248 912</i>	<i>259 168</i>
Manage council expenses	Manage council expenses	10 000	10 000	10 000
<i>Subtotal</i>		<i>10 000</i>	<i>10 000</i>	<i>10 000</i>
<i>Total Goal 4</i>		<i>23 730 720</i>	<i>1 484 912</i>	<i>1 144 668</i>

(i) OPERATING BUDGET LINKED TO STRATEGIC GOAL 4

Strategic Objective	Strategic Initiatives	2020/2021	2021/2022	2022/2023
Manage Corporate Services	Manage Corporate Services, Secretariat and Records and Ward Committees	15 222 326	15 347 606	15 961 291
	Manage Human Resource Services	6 019 261	6 006 902	6 312 391
	Manage Properties, Contracts and Legal Administration	5 288 898	5 627 843	6 018 640
	Manage Libraries	9 926 351	10 505 877	11 114 653
	Manage Marketing and Tourism	1 528 125	1 615 406	1 714 637
		37 984 961	39 103 634	41 121 614
<i>Subtotal</i>				
Manage Electrical Engineering Services	Manage ICT Services	13 456 572	14 233 771	14 753 524
<i>Subtotal</i>		13 456 572	14 233 771	14 753 524
Manage the Office of the Municipal Manager	Manage the Office of the Mun. Manager	4 397 922	4 635 481	4 868 087
	Manage Internal Audit	1 988 956	2 095 339	2 200 382
	Manage Strategic Services	2 191 587	2 362 430	2 458 462
<i>Subtotal</i>		8 578 464	9 093 250	9 526 931
Manage Financial Services	Manage Financial Administration	1 940 155	2 092 058	2 179 342
	Manage Supply Chain Management	6 727 651	7 134 182	7 626 531
	Manage the Budget and Treasury Office	4 957 209	6 297 706	6 395 913
	Manage Finance (Credit Control, Income and Expenditure)	36 330 550	38 544 723	40 811 087
	Manage Assets	2 488 119	1 303 591	1 384 397
	Manage Fleet	1 028 248	1 083 869	1 145 606
	Manage Rates	482 469	521 067	562 752
	Manage Financial Management Grant	1 550 000	1 550 000	1 550 000
<i>Subtotal</i>		55 504 401	58 527 196	61 655 628
Manage Council Expenses	Manage Council Expenses	18 254 598	19 241 947	20 273 099
<i>Subtotal</i>		18 254 598	19 241 947	20 273 099
<i>Total Goal 4</i>		133 778 997	140 199 798	147 330 797

STRATEGIC GOAL 5: SUFFICIENT, AFFORDABLE AND WELL-RUN SERVICES

(a) CURRENT STATE OF AFFAIRS

Water:

92.8% of the Swartland households had access to piped water as their main source for drinking water in 2016. 84.0% had piped water inside the dwelling/house, 8.3% inside the yard and 0.3% on a community stand. A further 6.0% of the households had access to borehole water.

Bulk water provision:

Swartland Municipality is supplied with bulk water from the Voëlvlei and Misverstand dams. The ownership of these dams vests with the Department of Water and Sanitation. Increasing the licensed abstraction amount with the Department in order to ensure sufficient water availability in future remains an area of concern as previous attempts to achieve this was unsuccessful. Increased future water demand will also require the implementation of major capital projects. The ability to raise capital to implement these projects is a further area of concern.

Electricity:

In 2016 electricity from the mains was used as follows by Swartland households:

	Percentage of households	
	2016	2011
For cooking	96.1%	92.9%
For lighting	98.7%	97.8%
For water heating	96.5%	72.4%
For space heating	76.9%	72.4%

Sanitation:

The percentage of households with access to a flush toilet connected to sewage system or a chemical toilet improved from 91.0% in 2011 to 96.2% in 2016. 97.8% of the main toilet facilities were either in the dwelling/house or in the yard.

According to the 2016 Community Survey 989 households still made use of bucket toilets (emptied by the household). Of the 989 households 153 lived on farms (where the municipality does not deliver a sanitation service) and 836 in the urban area (where no official bucket system service is available). This is a cause for concern.

Refuse removal:

There has been a significant improvement between 2011 and 2016 in the percentage of households in the Swartland that receives refuse removal services by the local authority at least once a week - 83.5% households in 2016 enjoyed such services, compared to 76.2% in 2011.

Roads:

There are 316 km surfaced roads in the Swartland (2.06 billion m²) with a total asset value of R568.25 billion. The maintenance requirement is to reseal roads every 12 years. This equates to 171 400 m² or R21.77 million per year.

On average 39 500 m² are resealed per year and the average spending on resurfacing over the past 5 years was on average R3.99 million per year. In 2017 the annual backlog was 130 000 m² and the total backlog in resurfacing R269 million.

(b) ALIGNMENT WITH NATIONAL AND PROVINCIAL PLANS AND POLICIES (SEE CHAPTER 5 FOR DETAIL)

Strategic Goal 5 aligns with the:

National Development Plan

- Chapter 4 (Economic infrastructure)

Integrated Urban Development Framework: 2016

- Policy lever 2 (Integrated transport and mobility)
- Policy lever 4 (Integrated urban infrastructure)

Medium-Term Strategic Framework: 2019-2024

- Priority 1: Economic transformation and job creation

Western Cape's Provincial Strategic Plan: 2019-2024

- VIP 2: Growth and Jobs

(d) RESULTS CHAIN [Delete]

(e) ACTION PLAN

Strategic Objectives	Strategic Initiatives	Key Performance Indicators	Targets
5.1 Secure sufficient long term bulk water provision	Conduct a section 78 investigation (Completed)	Section 78 investigation completed and report submitted to Portfolio Committee	Yes (by end of June 2019)
	Work with relevant role-players to commit to an agreed service delivery model. (Completed)	An agreed service delivery model	Yes (by end of June 2020)
	Develop a water conservation and water demand management strategy (WCWDM Strategy) (Completed)	Policy document completed and submitted to Portfolio Committee	Yes (by end of October 2019)
	Conduct an alternative water source study	Study completed and report submitted to Portfolio Committee	Yes (by end of June 2020)
5.2 Maintenance and upgrading that sustain and improve the current condition of surfaced roads	Investigate and report to council annually on the status quo condition of surfaced roads	Report submitted to the Portfolio Committee	Yes (by end of Sep annually)
	Inform budgetary processes of funding requirement for maintenance and upgrading of surfaced roads.	Budget requirements calculated and budget informed	Yes (by end of Nov annually)
5.3 Ensure sufficient civil services capacity for planned developments	Review and maintain master plans in accordance with the most recent growth model information	Master plans reviewed and maintained	Yes (annually by end of March)

Strategic Objectives		Strategic Initiatives	Key Performance Indicators	Targets
5.4 Maintenance <u>and</u> upgrading <u>and</u> extension that sustain the current condition of civil infrastructure		Inform budgetary processes of funding requirement for maintenance, renewal, upgrading, extension and refurbishment of civil infrastructure	Budget requirements calculated and budget informed	Yes (by end of November annually)
5.5 Ensure sufficient electricity capacity for planned developments (built environment) that are feasible		Review and maintain master plans	Master plans reviewed and maintained	Yes (annually by end of June)
		<i>Secure available capacity for Yzerfontein (Completed)</i>	<i>Capacity secured</i>	<i>By June 2019</i>
5.6 Maintenance and upgrading that sustain and improve the current condition of electrical infrastructure		Inform budgetary processes of funding requirement for maintenance, renewal, upgrading, extension and refurbishment of electrical infrastructure	Budget and motivation submitted to budget office (minimum 6% of annual electricity revenue allocation is a Nersa license condition)	Yes (by end of November annually)
5.7 Provide electricity cost effectively		Provide competitive tariffs for industrial consumers in support of economic growth	Approval of tariffs by Nersa	Annually before end of June
		Maintain energy losses at an acceptable level	% total energy losses (technical + non-technical)	Maintain the annual average below 8%

(g) STRATEGIC RISKS LINKED TO STRATEGIC GOAL 5

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
Ageing and poorly maintained infrastructure	5 5	25	<ul style="list-style-type: none"> ▪ Review of variance reports ▪ Annual adequate budget provision for maintenance, renewal, upgrading and refurbishment of existing obsolete networks and equipment ▪ Availability of reliable and specialised equipment. (Vehicles, tools and instruments) ▪ Continuously monitor infrastructure capacity ▪ Exception reporting of energy matters ▪ Indigent household incidents are monitored and addressed within a specific time period ▪ Insurance of assets ▪ Maintenance plans for major infrastructure ▪ Monthly monitoring of losses ▪ Scheduled inspections ▪ Updated and relevant master plans ▪ Skilled and trained staff ▪ Commenced with remote monitoring of facilities 	0.79 (Average)	19.75

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
Lack of capacity in respect of infrastructure	5 5	25	<ul style="list-style-type: none"> Adequate budget provision Application of the development contribution policy Implement master planning and annual review of the master plan with respect to electricity services Implement master planning and annual review of the master plan with respect to water and sewerage services 	0.75 (Average)	18.75
Expensive and unaffordable services	4 4	16	<ul style="list-style-type: none"> Measurement and reporting to management team on financial performance against ratio's and standards Monitor financial health of the municipality against financial standards and scientific approach to budgeting and financial modelling inclusive of effective cash flow management and grasp of realistic revenue generation capacity. 	0.75 (Average)	12
Expansion in waste, pollution, road congestion and increasing pressure on existing infrastructure	5 5	25	<ul style="list-style-type: none"> Continuous monitoring of infrastructure capacity Continuous monitoring of waste at highlands site by external auditors Greenest Municipality monitoring Implement master planning and annual review of the master plan in respect of electricity, water, sewerage and roads services 	0.4 (Good)	10
Security of water supply	5 4	20	<ul style="list-style-type: none"> Implementation of an effective delivery water model Water monitoring committee Water restrictions Master planning Adequate budget provision Water meter replacement program Pipe replacement program SANS 241 - Monthly Water analysis 	0.4 (Good)	8
Security of electricity supply	5 4	20	<ul style="list-style-type: none"> Adequate annual capital budget for upgrading and refurbishment Adequate operational budget Redundant network capacity Strategic stock Communication of load shedding schedules 	0.4 (Good)	8
Inability to deliver mandate and basic services	4 3	12	<ul style="list-style-type: none"> Adequate budgeting processes Adequate Town Planning Master planning services SDF/ IDP/Review of the plans on a yearly basis 	0.4 (Good)	4.8

(h) CAPITAL BUDGET LINKED TO STRATEGIC GOAL 5

Strategic Objective	Strategic Initiatives	2020/2021	2021/2022	2022/2023
Manage Civil Engineering Services	Manage Civil Engineering Services	44 000	50 000	52 000
	Manage Cemeteries	0	300 000	0
	Manage Parks and Recreational Areas	995 392	1 323 479	1 200 261
	Manage Sewerage	350 175	362 522	1 672 957
	Manage Waste Water Treatment Works	62 846 000	62 232 000	7 646 177
	Manage Sportsgrounds	3 396 179	2 000 000	0
	Manage Streets	35 273 653	35 592 174	35 935 218
	Manage Storm water	558 000	60 000	62 000
	Manage Water Provision	1 363 863	4 187 823	27 822 133
	Manage Water Storage	1 000 000	0	1 620 000
	Manage Municipal Property	6 145 300	4 525 500	2 026 800
	Manage Refuse Removal	3 950 000	2 688 200	5 494 800
	Manage Swimming pools	540 000	0	0
<i>Subtotal</i>		<i>116 462 562</i>	<i>113 321 698</i>	<i>83 532 346</i>
Manage Electrical Engineering Services	Manage Electrical Engineering Services	400 000	350 000	350 000
	Manage Electricity Distribution	20 206 000	12 916 320	14 037 626
<i>Subtotal</i>		<i>20 606 000</i>	<i>13 266 320</i>	<i>14 387 626</i>
<i>Total Goal 5</i>		<i>137 068 562</i>	<i>126 588 018</i>	<i>97 919 972</i>

(i) OPERATING BUDGET LINKED TO STRATEGIC GOAL 5

Strategic Objective	Strategic Initiatives	2020/2021	2021/2022	2022/2023
Manage Civil Engineering Services	Manage Civil Engineering Services	3 433 818	3 666 371	3 886 145
	Manage Cemeteries	683 689	701 268	718 379
	Manage Parks and Recreational Areas	15 842 280	17 031 629	18 286 015
	Manage Proclaimed Roads	326 973	519 371	25 036 590
	Manage Sewerage	49 448 746	49 508 912	49 862 440
	Manage Waste Water Treatment Works	2 867 565	3 030 940	3 204 638
	Manage Sportsgrounds	3 756 305	3 740 921	3 953 345
	Manage Streets	38 368 921	38 881 624	41 967 808
	Manage Storm water	17 462 924	17 742 378	18 785 043
	Manage Swimming Pools	3 606 353	3 716 906	3 789 503
	Manage Water Provision	63 487 082	65 342 098	68 625 257
	Manage Municipal Property	14 698 126	14 749 087	14 948 591
	Manage Refuse Removal	27 608 474	29 007 926	31 323 626
	Manage Street Cleaning	5 272 806	5 585 307	5 899 592
	Manage Solid Waste Disposal (Landfill Sites)	7 003 634	7 982 100	7 783 607

Strategic Objective	Strategic Initiatives	2020/2021	2021/2022	2022/2023
<i>Subtotal</i>		253 867 696	261 206 841	298 070 579
Manage Electrical Engineering Services	Manage Electrical Engineering Services	1 732 332	1 831 938	1 925 471
	Manage Electricity Distribution	294 376 575	322 448 910	353 914 045
	Manage Street Lighting	1 805 097	2 053 734	2 348 818
<i>Subtotal</i>		297 914 004	326 334 581	358 188 335
<i>Total Goal 5</i>		551 781 699	587 541 422	656 258 913

Chapter 8: Financial planning and budgets

8.1 Financial Plan - Executive Summary *[Replace]*

Swartland Municipality is currently in a strong financial position. The Municipality has moved from generating an operating deficit in 2015/16 to generating operating surpluses of 9 to 10% in the most recent two financial years. Cash balances have improved steadily, and the Municipality currently holds over R500 million in cash. However, stagnant national economic growth means that South African municipalities, including Swartland, are functioning in an increasingly difficult environment. Rapid in-migration to the Western Cape Province means that growth in the Municipality is largely in low income groups, creating a need for investment in non-revenue generating infrastructure that must be balanced with investment in revenue generating infrastructure if sustainability is to be ensured. Patterns of demand for key resources such as water and electricity have shifted substantially over recent years. This Long-Term Financial Plan (LTFP) was developed to ensure that the Municipality can continue to deliver the infrastructure and services required to meet social and economic needs in a financially responsible and sustainable manner, within this challenging context.

METHODOLOGICAL APPROACH

The LTFP was developed through engagement with the Chief Financial Officer (CFO) as well as with Civil Engineering Services, Electrical Engineering Services and Development Services at Swartland.

Actual financial performance for 2015/16, 2016/17 and 2017/18 and preliminary financial results for 2018/19 were used as the basis for financial projections, which were done using an Excel-based LTFP tool. The tool estimates growth over 10 years; estimates capital investment need; projects the impact of capital investment on the operating account; projects the impact on cash; and then adjusts capital expenditure to reach an affordable capital programme. Critically, reductions in capital expenditure have consequences in the tool. Reducing capital expenditure on new infrastructure for the poor in a growth environment results in rising backlogs; reducing capital expenditure on new infrastructure that is not for the poor impacts negatively on financial performance, as it results in less revenue generated from non-poor customers; and reducing capital expenditure on the renewal of assets impacts negatively on asset condition, thus increasing the need for maintenance and for future asset renewal. Cuts to the capital programme must thus be made with care and with due consideration to the implications of these cuts. The tool thus highlights that current decisions have long-term implications.

SPECIFICATION OF THE LTFP

The plan covers a period of 10 years, until 2028. Throughout the plan, 2018 (for example) refers to the municipal financial year 2018/19.

The plan considers a number of key issues facing Swartland Municipality, namely:

- The impact of *growth patterns and rising poverty*, with most growth in the Municipality taking place in low income groups.
- The impact of relatively *rapid housing delivery* (particularly in low potential areas in the Municipal Spatial Development Framework (MSDF)) on the capital programme and also on collection rates.
- Uncertainty regarding *patterns of water demand* in future, with significant reductions in water demand due to the drought in recent years. There has been some 'bounce back' in 2018/19 but the extent to which demand will bounce back to pre-drought levels is still unknown.
- Uncertainty regarding *patterns of electricity demand* in future, with growth in electricity demand over the past 5 years very variable.
- Significant *backlogs in roads expenditures*.

- Pressure to increase the *rate of roll-out of additional or higher levels of community and social services*, with negative implications for the operating account.
- The need to manage *existing assets* adequately. Maintenance is largely adequate but does need to increase by about 10%. The Current Replacement Cost (CRC) of assets is estimated at around R4.9 billion, which means significant on-going asset renewal needs.
- Anticipated lower *growth in operating grants and transfers*, and zero real growth in capital transfers.

In order to keep pace with increases in the costs associated with providing services, the LTFP assumed *tariff increases* of 1.0% ahead of inflation on all rates and services for the full 10-year model run. For electricity, this is in addition to a pass-on of 74% of the bulk price increase.

The plan assumes an *inflation* rate of 5.4% per annum for the full 10-year model run.

RESULTS OF A BASE MODEL RUN

The plan finds that the *operating surplus* will decline in 2019, and then remain relatively steady at a lower level between 2019 and 2023. Operating surpluses are projected to increase from 2023. The net operating surplus margin is expected to be 2.9% by 2023 and rise to 5.1% by 2028.

Swartland Municipality is currently in a very strong financial position with over R500 million in *cash*. The plan suggests that the Municipality should maintain a strong cash balance but reduce cash coverage to between 6 and 8 months. The strong cash position provides security and lowers risk. Having a strong cash position allows the Municipality flexibility to respond to favourable conditions in financial and construction markets and acts as a useful crisis reserve. The Municipality currently generates strong interest income based on its cash balance. This is currently an important revenue source and the Municipality intends to maintain this going forward. In addition, having a strong cash position puts the Municipality in a strong negotiating position regarding borrowing terms. Finally, a strong cash position results in a lower dependence on grant finance promotes autonomy and own authority.

The *capital investment need* is estimated to be R1.7 billion over 10 years (in 2018 Rands). This implies capital expenditure of R171 million per annum on average in 2018 Rands, 9% higher than the average capital expenditure budgets for the next two years of R155 million¹. 52% of the capital investment need is for the renewal of existing infrastructure.

The Municipality cannot afford to invest in its full capital expenditure need over the full 10 years. The *affordable capital programme* indicated in the analysis is R1.2 billion over 10 years, suggesting average affordable expenditure of R120 million per annum on average. This is lower than the average capital budget of R155 million for 2019 and 2020, but higher than the average actual capital expenditure of R90 million per annum incurred between 2015 and 2018.

The analysis thus shows that the Municipality is in a capital finance constrained environment. This makes the *prioritisation of capital projects* very important. The Municipality must continue to invest in infrastructure for the poor in order to meet its social mandates but must also ensure that it invests adequately in revenue generating infrastructure in order to ensure financial sustainability and the ability to cross-subsidise the poor going forward. The analysis suggests that every Rand invested in infrastructure not for the poor over the next 10 years will generate an R1.80 in additional revenue over the same period on average. The Municipality must also carefully prioritise renewal projects based on an assessment of the criticality and condition of assets. This is necessary to limit decline in the average condition of assets and loss of functionality. Finally, the physical location of projects should be considered and projects in high potential areas, ideally those identified in the MSDF, should be prioritised.

¹ Note that this estimate of need excludes any additional renewal backlog that is generated if current low levels of infrastructure maintenance continue. In other words, the estimate is based on the assumption of adequate maintenance. Average budgets exclude housing subsidies, as housing top structure delivery are not considered municipal infrastructure

With regard to *capital financing*, Swartland Municipality will make significant use of internal reserves to finance capital expenditure over the next five years, but once the cash coverage ratio reaches 6 months, anticipated to be in 2022, this finance source will become more constrained. Analysis in the plan shows that borrowing will allow the Municipality to accelerate the capital programme somewhat while maintaining cash coverage levels. In the latter five months of the plan, borrowing is a significant portion of the capital finance mix. In the anticipated challenging socio-economic environment, the plan suggests that all own source finance (internal reserves and borrowing) will be constrained and the Municipality will become more dependent on capital grants over the 10 years. This makes prudent management of remaining own finance sources even more important in order to allow for investment in revenue generating infrastructure.

IMPACT OF SELECTED ISSUES ON FINANCIAL PROJECTIONS.

The LTFP then presents analysis that shows how a number of changes in assumptions will impact on the results. These include:

- More rapid housing delivery
- No decline in the collection rate
- A return of water demand to pre-drought levels
- Increased roll-out of community and social services
- Lower Equitable Share growth
- Reduced investment in revenue generating infrastructure

Aside from no decline in the collection rate, all of the scenarios worsen the financial performance of Swartland Municipality, with lower growth in Equitable Share having the most significant impact.

If the Municipality can ensure that the collection rate does not decline, even as housing and the associated high levels of infrastructure services are rolled out to poor households in low growth areas and areas where Eskom provides electricity, it can improve its financial performance and ability to invest in infrastructure over the next 10 years.

RECOMMENDATIONS

The plan recommends that:

- Swartland Municipality continues to identify opportunities for *efficiency gain and cost containment* as these arise.
- Current low levels of *Non-Revenue Water and Non-Revenue Electricity* be maintained.
- *Rates and tariffs* increase at a rate that at least keeps up with increases in input costs. Increases in rates and tariffs of at least 1.0% ahead of inflation each year are proposed.
- The Municipality maintains strong *cash* balances with a targeted range for cash coverage of 6 to 8 months.
- The Municipality should continue to strive to maintain a *collection rate* of at least 95%, as recommended by National Treasury.
- *Maintenance* levels on water and electricity infrastructure be increased with overall expenditure on maintenance increasing by 10%. The Municipality should progress towards using the cost allocation functionality in mSCOA to ensure that maintenance expenditure is accurately quantified, particularly through recording the costs of labour associated with maintenance.
- Capital expenditure on *renewal* should be increased and the Municipality should continue to implement and improve on its Infrastructure Asset Management systems.

- The Municipality should put robust *capital planning and capital prioritisation* systems in place. This should balance the need for infrastructure to support social development and economic growth, as well as ensure that adequate allowance is made for renewal. It should also consider the physical location of projects and prioritise projects in high potential areas, ideally those identified in the MSDF.
- The Municipality should clarify policy regarding *development charges* and calculate the level at which these should be levied in line with the National Treasury guideline.
- The Municipality should use prudent *borrowing* to accelerate its capital programme. The Municipality should borrow to finance new revenue generating infrastructure. It can consider issuing an unlisted bond as an alternative to raising loans.

IMPLEMENTATION AND REVIEW OF THE PLAN

MTREF budgets cover a three-year period but it is important that they keep a long-term view in mind. Current decisions regarding operating or capital expenditure have long-term implications and these must be carefully considered. It is recommended that Council consider the content of the LTFP when preparing the MTREF budgets for 2020/21 and subsequent years with the expectation that adopted budgets will closely align with the underlying principles and assumptions of the LTFP.

The LTFP should be reviewed annually to account for updated performance information and changing circumstances.

An assessment should be undertaken in 2023, in other words after 5 years, to assess where Swartland Municipality is against the plan. A substantial update to the plan will be necessary at this point.

Swartland Municipality is confident that this LTFP will allow the Municipality to set priorities within its available resources and to continue to deliver the infrastructure and services required to meet social and economic needs in a financially responsible and sustainable manner, even with an anticipated challenging socio-economic environment.

8.3 Swartland Municipality's budgets *[Update]*

(a) THREE YEAR CAPITAL BUDGET PER DEPARTMENT

Department	Division / Service	2020/2021	2021/2022	2022/2023
Office of the Municipal Manager	Equipment MM	10 000	10 000	10 000
	Equipment Council	10 000	10 000	10 000
<i>Subtotal</i>		20 000	20 000	20 000
Civil Engineering Services	Equipment	44 000	50 000	52 000
	Parks and Amenities	995 392	1 323 479	1 200 261
	Sewerage	350 175	362 522	1 672 957
	Sports Fields	3 396 179	2 000 000	0
	Roads	35 273 653	35 592 174	35 935 218
	Storm water	558 000	60 000	62 000
	Water Provision	2 363 863	4 187 823	29 442 133
	Buildings and Maintenance	6 145 300	4 525 500	2 026 800
	Cleaning Services	3 950 000	2 688 200	5 494 800
	Waste water treatment plants	62 846 000	62 232 000	7 646 177
	Cemeteries	0	300 000	0
	Swimming pools	540 000	0	0
<i>Subtotal</i>		116 462 562	113 321 698	83 532 346
Corporate Services	General, Secretariat and Records as well as Ward Committees	440 000	22 000	24 000
	Administration: Properties and Contracts	21 470 000	37 000	39 000
	Communication and Public Relations	70 000	0	0
<i>Subtotal</i>		21 980 000	59 000	63 000
Development Services	Equipment	38 000	40 000	42 000
	Community Development	0	322 912	0
	Built Environment	3 000 000	0	0
	Human Settlements	50 454 000	6 400 000	36 760 000
	Caravan Park Yzerfontein	30 000	30 000	30 000
<i>Subtotal</i>		53 522 000	6 792 912	36 832 000
Electrical Engineering Services	General and equipment	400 000	350 000	350 000
	ICT Services	1 470 000	1 157 000	802 500
	Operations, Maintenance and Construction	20 206 000	12 916 320	14 037 626
<i>Subtotal</i>		22 076 000	14 423 320	15 190 126
Financial Services	Financial Services General	260 720	248 912	259 168
<i>Subtotal</i>		260 720	248 912	259 168
Protection Services	Traffic and Law Enforcement	707 600	547 200	716 000
	Fire and Emergency Services	1 320 000	3 170 000	1 480 000
<i>Subtotal</i>		2 027 600	3 717 200	2 196 000
<i>TOTAL</i>		216 348 882	138 583 042	138 092 640

(b) TEN LARGEST CAPITAL PROJECTS - 2020/2021

PROJECT	BUDGET	SOURCE(S) OF FINANCE
Sewerage Moorreesburg	40 642 207	MIG (R9 303 685), CRR (R6 338 522), Ext loans (R25 000 000)
Sewerage Darling	22 203 793	MIG (R10 852 566), CRR (R11 351 227)
Resealing of roads - Swartland	18 898 000	CRR (R17 871 251), MIG (R1 026 749)
New roads - Swartland	15 000 000	CRR
De Hoop project (Streets and Storm water)	14 732 508	DHS
Purchase of Erf 507 Malmesbury	12 650 000	CRR
Riebeek Kasteel project (Streets and Storm water)	8 410 643	DHS
Purchase of Erf 512 Malmesbury	8 000 000	CRR
De Hoop project (Electricity)	7 152 000	INEP
Riebeek Kasteel project (Sewerage)	6 887 778	DHS

The ten largest capital projects represent a total budget of R154 576 929 which is 73.92% of the total capital budget.

(c) THREE YEAR CAPITAL BUDGET PER IDP STRATEGIC GOAL

Strategic Goal	2020/2021	%	2021/2022	%	2022/2023	%
1: Improved quality of life for citizens	2 027 600	0.94	4 040 112	2.92	2 196 000	1.59
2: Inclusive economic growth	0	0	0	0	0	0
3: Quality and sustainable living environment	53 522 000	24.74	6 470 000	4.67	36 832 000	26.67
4: Caring, competent and responsive institutions, organisations and business	23 730 720	10.97	1 484 912	1.07	1 144 668	0.83
5: Sufficient, affordable and well-run services	137 068 562	63.36	126 588 018	91.34	97 919 972	70.91
TOTAL	216 348 882	100.00	138 583 042	100.00	138 092 640	100.00

(d) THREE YEAR OPERATING BUDGET PER IDP STRATEGIC GOAL

Strategic Goal	2020/2021	%	2021/2022	%	2022/2023	%
1: Improved quality of life for citizens	70 536 421	9.06	74 643 281	8.58	78 456 923	8.66
2: Inclusive economic growth	150 000	0.02	150 000	0.02	150 000	0.02
3: Quality and sustainable living environment	22 594 948	2.90	67 425 144	7.75	24 267 779	2.68
4: Caring, competent and responsive institutions, organisations and business	133 778 997	17.18	140 199 798	16.12	147 330 797	16.25
5: Sufficient, affordable and well-run services	551 781 699	70.85	587 541 422	67.54	656 258 913	72.40
TOTAL	778 842 066	100.00	869 959 645	100.00	906 464 412	100.00

8.4 Swartland Municipality's financial allocations *[Update]*

(a) THE DIVISION OF REVENUE BILL (DORA) - GOVERNMENT GAZETTE 42217 OF 17 FEBRUARY 2020

GRANT	2020/2021	2021/2022	2022/2023
Equitable share	102 195 000	114 293 000	126 977 000
Energy Efficiency and Demand Side Management Grant	4 000 000	-	-
Local Government Financial Management Grant	1 550 000	1 550 000	1 550 000
Expanded Public Works Programme (EPWP) - FTE Target for 2020/21: 96	1 867 000	-	-
Municipal Infrastructure Grant (MIG)	21 183 000	22 700 000	23 810 000
Integrated National Electrification Programme (Municipal) Grant	7 652 000	5 000 000	5 000 000
Integrated National Electrification Programme (Eskom) Grant	885 000	983 000	1 212 000
TOTAL	139 332 000	144 526 000	158 549 000

(b) PROVINCIAL GAZETTE EXTRAORDINARY 8217 OF 10 MARCH 2020

GRANT	2020/2021	2021/2022	2022/2023
Western Cape Financial Management Support Grant	401 000	0	0
Human Settlements Development Grant (beneficiaries)	50 024 000	50 680 000	39 760 000
Regional Socio-Economic Project (RSEP)	3 000 000	0	0
Financial assistance for maintenance and construction of transport infrastructure	175 000	175 000	20 175 000
Library service: Replacement funding for most vulnerable B3 municipalities	5 334 000	5 627 000	5 936 000
Community Library Services Grant	4 804 000	5 068 000	5 347 000
Thusong Service Centres Grant (Sustainability: Operational Support Grant)	150 000	0	0
Fire Service Capacity Building Grant	732 000	0	0
Resourcing funding for establishment and support of a K9 unit	2 200 000	2 420 000	2 000 000
Municipal accreditation and capacity building grant	238 000	252 000	264 000
Community Development Workers Operational Support Grant	38 000	38 000	38 000
TOTAL	67 096 000	64 260 000	73 520 000

8.5 Provincial spending in the Swartland municipal area *[Update]*

The information in the tables below was obtained from the publication *Western Cape Government's Budget Estimates of Provincial Revenue and Expenditure 2020, Provincial Treasury, 10 March 2020*. It indicates all Provincial payments and spending with respect to the Swartland municipal area during the 2020/2021, 2021/2022 and 2022/2023 financial years.

VOTE 1: PREMIER

None

VOTE 2: PROVINCIAL PARLIAMENT

None

VOTE 3: PROVINCIAL TREASURY

None

VOTE 4: COMMUNITY SAFETY

Provincial payments and estimates

Programmes	2020/21	2021/22	2022/23	MTEF Total
2, 3 + 4	2 413 000	2 557 000	2 217 000	7 187 000

VOTE 5: EDUCATION

Provincial payments and estimates

Programmes	2020/21	2021/22	2022/23	MTEF Total
1, 2, 3, 4, 5, 6 + 7	521 741 000	546 754 000	575 482 000	1 643 977 000

Expenditure for infrastructure

Nr of projects	2020/21	2021/22	2022/23	MTEF Total
4	39 000 000	50 000 000	50 000 000	139 000 000

VOTE 6: HEALTH

Provincial payments and estimates

Programmes	2020/21	2021/22	2022/23	MTEF Total
2, 4, 6, 7 + 8	241 563 000	257 914 000	268 901 000	768 378 000

Expenditure for infrastructure

Nr of projects	2020/21	2021/22	2022/23	MTEF Total
16	23 891 000	11 884 000	11 642 000	47 417 000

VOTE 7: SOCIAL DEVELOPMENT

Provincial payments and estimates

Programmes	2020/21	2021/22	2022/23	MTEF Total
1 + 2	7 860 000	8 293 000	8 691 000	24 844 000

VOTE 8: HUMAN SETTLEMENTS

Provincial payments and estimates

Programme	2020/21	2021/22	2022/23	MTEF Total
3	31 800 000	33 549 000	35 159 000	98 508 000

Expenditure for infrastructure

Nr of projects	2020/21	2021/22	2022/23	MTEF Total
7	50 024 000	58 980 000	78 740 000	187 744 000

VOTE 9: ENVIRONMENTAL AFFAIRS AND DEVELOPMENT PLANNING

Provincial payments and estimates

Programme	2020/21	2021/22	2022/23	MTEF Total
7	3 000 000	0	0	3 000 000

VOTE 10: TRANSPORT AND PUBLIC WORKS

Provincial payments and estimates

Programmes	2020/21	2021/22	2022/23	MTEF Total
2, 3 + 5	17 051 000	17 989 000	18 852 000	53 892 000

Expenditure for infrastructure

Nr of projects	2020/21	2021/22	2022/23	MTEF Total
3	6 000 000	0	40 000 000	46 000 000

VOTE 11: AGRICULTURE

Provincial payments and estimates

Programmes	2020/21	2021/22	2022/23	MTEF Total
2, 3, 4 + 5	26 844 000	28 320 000	29 679 000	84 843 000

VOTE 12: ECONOMIC DEVELOPMENT AND TOURISM

None

VOTE 13: CULTURAL AFFAIRS AND SPORT

Provincial payments and estimates

Programmes	2020/21	2021/22	2022/23	MTEF Total
3	10 138 000	10 695 000	11 283 000	32 116 000

VOTE 14: LOCAL GOVERNMENT

Provincial payments and estimates

Programmes	2020/21	2021/22	2022/23	MTEF Total
2 + 3	1 186 000	1 196 000	1 026 000	3 408 000

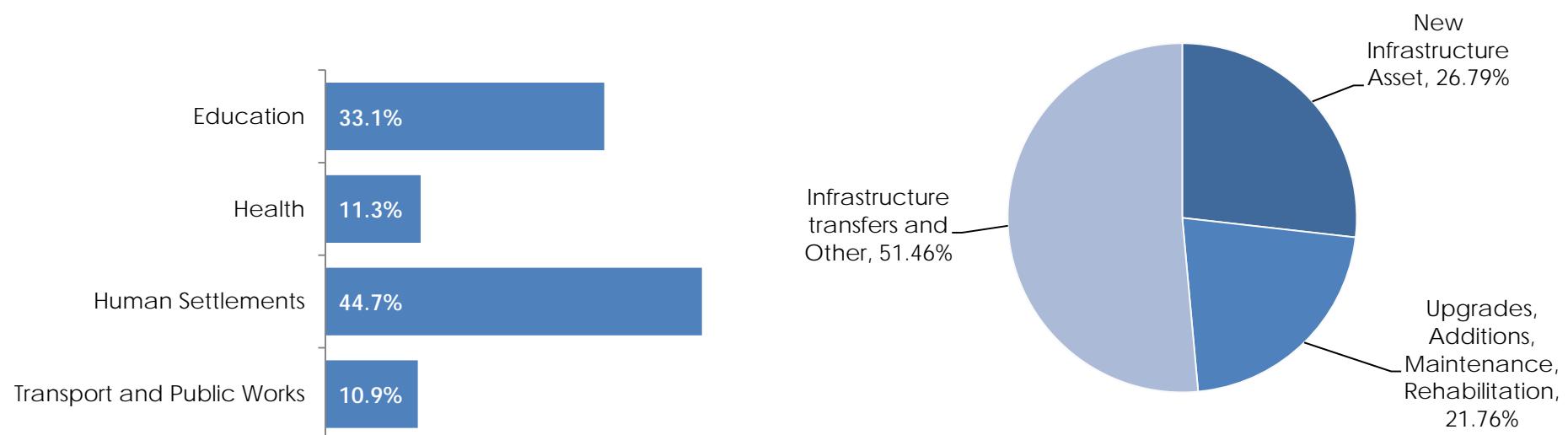
SUMMARY OF PROVINCIAL SPENDING IN THE SWARTLAND MUNICIPAL AREA

MTEF Infrastructure - number of projects and budgets

Department	Nr of projects	2020/21	2021/22	2022/23	MTEF Total
Education	4	39 000 000	50 000 000	50 000 000	139 000 000
Health	16	23 891 000	11 884 000	11 642 000	47 417 000
Human Settlements	7	50 024 000	58 980 000	78 740 000	187 744 000
Transport and Public Works	3	6 000 000	0	40 000 000	46 000 000
Total	30	118 915 000	120 864 000	180 382 000	420 161 000

Department	Nr of projects	New Infrastructure Asset	Upgrades, Additions, Maintenance, Rehabilitation	Infrastructure transfers and Other	Total Value
Education	4	108 000 000	31 000 000	0	139 000 000
Health	16	4 552 000	14 411 000	28 454 000	47 417 000
Human Settlements	7			187 744 000	187 744 000
Transport and Public Works	3		46 000 000		46 000 000
Total	30	112 552 000	91 411 000	216 198 000	420 161 000

MTEF Infrastructure budgets (%)



Annexure 1: Swartland profile *[Update with figures from the 2019 MERO and SEP reports]*

1.2 Education

The education information below was obtained from Provincial Treasury's *2019 Municipal Economic Review and Outlook (MERO) and 2019 Socio-Economic Profile (SEP) Reports*.

(a) EDUCATION LEVEL

Education level	2017
No schooling	9.1%
Some primary	24.1%
Complete primary	7.6%
Some secondary	32.7%
Grade 12	19.4%
Higher	7.0%

(b) LEARNER ENROLMENT

Learner enrolment increased from 17 356 in 2016 to 17 647 in 2017 and to 17 939 in 2018. This could be attributed to a number of factors including demographics and socio-economic context.

(c) LEARNER – TEACHER RATIO

Changes in the learner teacher ratio can affect learner performance. The learner – teacher ratio in Swartland was 29.5 in 2016, 30.2 in 2017 and 29.7 in 2018. In 2018 Swartland had the second highest ratio in the District after Saldanha Bay (29.9). Factors influencing the learner-teacher ratio include the ability of schools to employ more educators when needed and the ability to collect fees.

(d) GR 10-12 LEARNER RETENTION RATE

The learner retention rate for the Swartland municipal area indicates a declining trend between 2016 and 2018 dropping from 76.8% in 2016 to 68.0% in 2018. The highest 2018 retention rate in the District was Matzikama (73.3%) followed by Bergvliet (68.5%) and Swartland (68.0%).

(e) EDUCATIONAL FACILITIES

In 2018 the Swartland area had a total of 30 public ordinary schools, the most in the West Coast District. As a result of the tough economic climate, schools in general have been reporting an increase in parents being unable to pay their school fees. The proportion of no-fee schools in the Swartland area decreased from 74.2% in 2017 to 73.3% in 2018.

The number of schools equipped with libraries fell slightly from 17 in 2016 to 16 in 2018.

(f) MATRIC PASS RATE

Swartland's matric pass rate dropped from 89.4% in 2016 to 83.5% in 2017, picking up again slightly in 2018 to 84.5%. Between 2016 and 2018 the matric pass rates have generally declined across the District. The average District rate in 2018 was 82.0%.

1.3 Health

The health information below was obtained from Provincial Treasury's *2019 Municipal Economic Review and Outlook (MERO) and 2019 Socio-Economic Profile (SEP) Reports*.

(a) HEALTHCARE FACILITIES

All citizens' right to access to healthcare services are directly affected by the number and spread of facilities within their geographical reach. South Africa's healthcare system is geared in such a way that people have to move from primary, with a referral system, to secondary and tertiary levels. Primary healthcare facilities include community health centres (CHCs), community day centres (CDCs) and clinics, including satellite and mobile clinics.

In terms of healthcare facilities, the Swartland municipal area had 13 primary healthcare clinics (PHC) in 2018, which comprises of 4 fixed and 9 mobile clinics as well as one community day centre. In addition, there is a district hospital, as well as 15 antiretroviral treatment clinics/ treatment sites and 20 tuberculosis clinics/treatment sites.

(b) HIV/AIDS

Health indicator	2017	2018
Registered patients receiving ART	2 185	3 034
Number of new ART patients	473	440

Swartland's total registered patients receiving ARTs increased significantly between 2017 and 2018 (increase of 849 patients). The number of new antiretroviral patients fell by 33, from 473 to 440 between 2017 and 2018. This could be an indication that the number of HIV infections is decreasing or an indication that less people are being tested.

(c) TUBERCULOSIS

Swartland experienced a decline in TB cases from 915 in 2017 to 852 in 2018. Swartland, with 852 TB patients in 2018, represents a 23.6% of the District's total patient load. The TB patients are treated in 20 TB clinics or treatment sites within the Swartland municipal area.

(d) CHILD AND MATERNAL HEALTH

Health indicator	2017	2018
Children immunised as a % of the total number of children less than one year of age	58.0%	57.5%
Number of malnourished children under 5 years per 100 000 people	3.0	2.6
Number of babies dying before reaching the age of 28 days, per 1 000 live births in a given year	12.0	10.9
% of babies born that weighed less than 2 500 g.	25.3%	18.5%
Maternal deaths per 100 000 live births	1.2	0
Deliveries to women under the age of 20 years as proportion of total deliveries in health facilities	13.3%	14.9%
% of pregnancy terminations as a proportion of the female population aged 15 to 44 years	0%	0%

1.4 Poverty

Unless indicated otherwise, the poverty information below was obtained from Provincial Treasury's *2019 Municipal Economic Review and Outlook (MERO)* and *2019 Socio-Economic Profile (SEP) Reports*.

(a) HOUSEHOLD INCOME

Annual household income	2016	
No income	10.4%	
R1 – R6 327	1.4%	
R6 328 – R12 653	2.9%	Low income (49.9%)
R12 654 – R25 306	13.1%	
R25 307 – R50 613	22.1%	
R50 614 – R101 225	20.1%	
R101 226 – R202 450	13.0%	Middle income (42.6%)
R202 451 – R404 901	9.5%	
R404 902 – R809 202	5.3%	
R809 203 – R1 619 604	1.6%	
R1 619 605 – R3 239 208	0.3%	High income (7.4%)
R3 239 209 or more	0.2%	

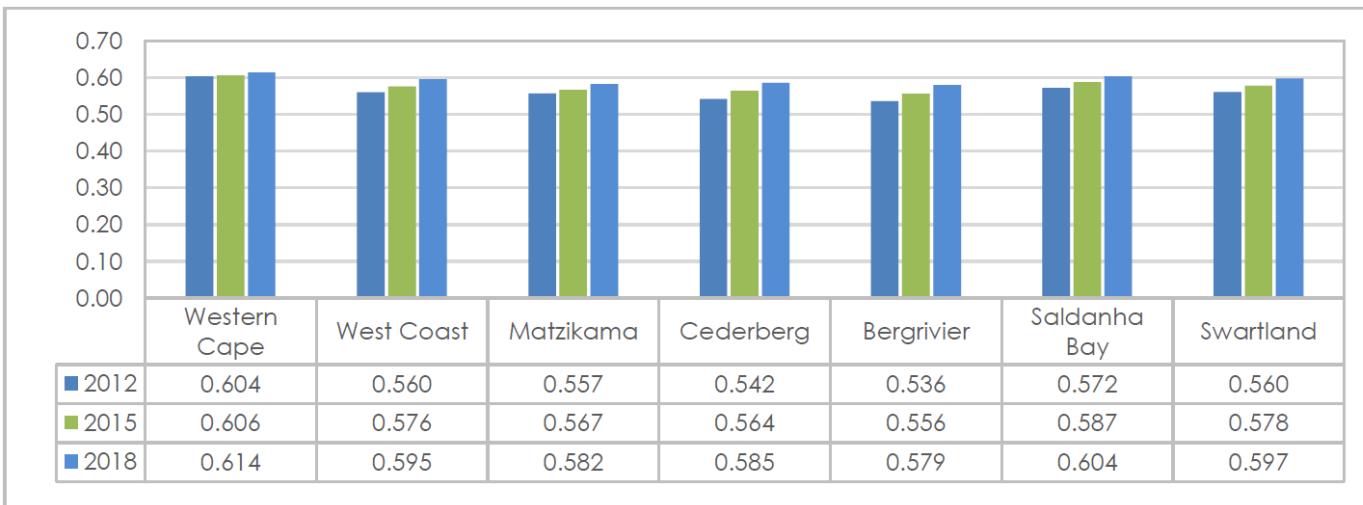
Source: Quantec/Urban-Econ calculations 2018

Sustained economic growth within the Swartland municipal area is needed if the 2030 NDP income target of R110 000 per person, per annum is to be achieved.

(b) INCOME INEQUALITY

The National Development Plan has set a target of reducing income inequality in South Africa from a Gini coefficient of 0.7 in 2010 to 0.6 by 2030.

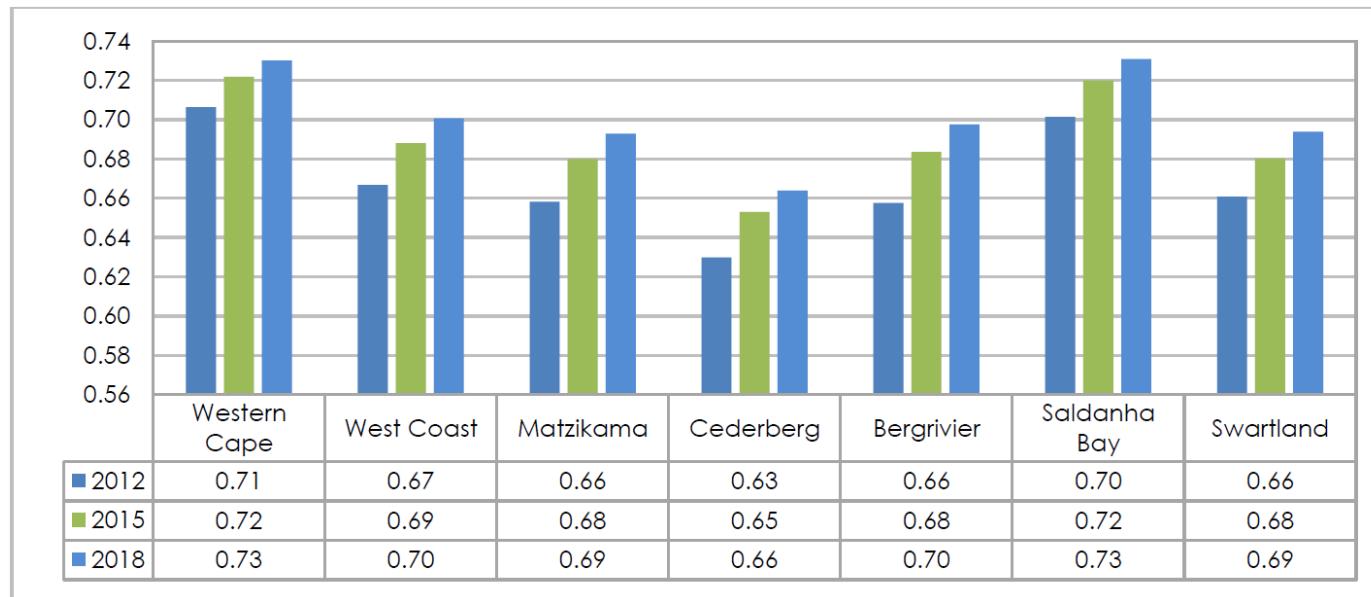
The graph below indicates that Income inequality in Swartland has worsened between 2012 and 2018, with the Gini coefficient increasing from 0.560 in 2012 to 0.597 in 2018. Inequality levels in Swartland as measured by the Gini coefficient (0.597 in 2018) were marginally higher than the West Coast District (Gini of 0.595). Saldanha Bay had the highest inequality levels in the District, with a Gini of 0.604.



(c) HUMAN DEVELOPMENT

The Human Development Index (HDI) is a composite indicator reflecting education levels, health, and income. It is a measure of peoples' ability to live a long and healthy life, to communicate, participate in the community and to have sufficient means to be able to afford a decent living. The HDI is represented by a number between 0 and 1, where 1 indicates a high level of human development and 0 represents no human development.

As shown in the graph below, there has been a general increase in the HDI of the Swartland Municipality, the West Coast District as well as for the Western Cape. Swartland's HDI has increased from 0.66 in 2012 to 0.69 in 2018, sitting just below the West Coast District 0.70 and the Western Cape's 0.73.



(d) INDIGENT HOUSEHOLDS

Municipalities offer additional support through its indigent policy. The indigent policy provides free or discounted rates on basic services such as water, electricity, sanitation, refuse removal and also on property rates. The number of indigent households in the Swartland was as follows:

Date	Number of households
1 Jul 2015	8 173
1 Jul 2016	8 495
1 Jul 2017	8 357
Jan 2019	8 895
Jan 2020	9 044

Source: Own sources, 2020

1.7 Crime

The crime information below was obtained from Provincial Treasury's *2019 Socio-Economic Profile (SEP) Report*.

(a) MURDER

Definition: *Murder is unlawful and intentional killing of another person.*

Description	Area	2016/17	2017/18	2018/19
Actual number	Swartland	21	25	36
	West Coast District	110	129	127
Per 100 000 population	Swartland	15	18	27
	West Coast District	25	29	28

(b) SEXUAL OFFENCES

Definition: *Sexual offences include rape (male and female), sex work, pornography, public indecency and human trafficking.*

Description	Area	2016/17	2017/18	2018/19
Actual number	Swartland	160	134	161
	West Coast District	556	514	512
Per 100 000 population	Swartland	118	95	122
	West Coast District	127	114	114

(c) DRUG-RELATED OFFENCES

Definition: *Drug-related crimes refer to the situation where the perpetrator is found to be in possession of, under the influence of, or selling illegal drugs.*

Description	Area	2016/17	2017/18	2018/19
Actual number	Swartland	2 579	2 621	1 784
	West Coast District	7 064	8 188	5 819
Per 100 000 population	Swartland	1 900	1 853	1 350
	West Coast District	1 616	1 817	1 292

(d) DRIVING UNDER THE INFLUENCE

Definition: Driving under the influence (DUI) refers to a situation where the driver of a vehicle is found to be over the legal blood alcohol limit. This is a crime detected through police activity rather than reports by members of the public.

Description	Area	2016/17	2017/18	2018/19
Actual number	Swartland	147	122	154
	West Coast District	509	579	659
Per 100 000 population	Swartland	108	86	117
	West Coast District	116	128	146

(e) RESIDENTIAL BURGLARIES

Definition: Residential burglary is defined as the unlawful entry of a residential structure with the intent to commit a crime, usually a theft.

Description	Area	2016/17	2017/18	2018/19
Actual number	Swartland	717	789	700
	West Coast District	3 043	2 802	2 813
Per 100 000 population	Swartland	528	558	530
	West Coast District	696	622	625

(f) FATAL CRASHES

Definition: A crash occurrence that caused immediate death to a road user i.e. death upon impact, flung from the wreckage, burnt to death, etc.

Area	2016	2017	2018
Swartland	30	38	21
West Coast District	92	110	121

1.8 The economy

Unless indicated otherwise, the economy information below was obtained from Provincial Treasury's *2019 Municipal Economic Review and Outlook (MERO)* and *2019 Socio-Economic Profile (SEP) Reports*.

(a) GROWTH AND GDP CONTRIBUTION

In 2017 Swartland was the second largest contributor (27.1%; R8 080 million) to the GDP of the West Coast after Saldanha Bay (30.7%; R9 142 million). The total GDP of the West Coast was R29 812 million.

In 2017 the local economy in the Swartland municipal area was dominated by the manufacturing sector (24.5%; R1 983 million), followed by wholesale and retail trade, catering and accommodation (17.4%; R1 404 million) and agriculture, forestry and fishing sector (16.1%; R1 303 million). Combined, these top three sectors contributed R4 690 million (or 58.0%) to Swartland's economy, estimated to be worth R8 080 million in 2017.

Swartland GDPR contribution per sector - 2017

Sector	% of GDPR	GDPR contribution (R million)	Average growth 2008-2017 (%)
Agriculture, forestry and fishing	16.1	R1 303.0	4.3
Mining and quarrying	0.2	R13.0	0.6
Manufacturing	24.5	R1 983.4	1.9
Electricity, gas and water	2.2	R180.0	-1.8
Construction	5.4	R439.7	3.2
Wholesale and retail trade, catering and accommodation	17.4	R1 403.9	3.2
Transport, storage and communication	7.2	R583.1	0.6
Finance, insurance; real estate and business services	9.2	R741.4	2.4
General government	11.1	R895.7	3.9
Community, social and personal services	6.6	R537.0	2.4
Total	100.0	R8 080.2	2.6

The 10-year trend (2008-2017) shows that the agriculture, forestry and fishing sector and the finance and business services sector registered the highest average growth rates (4.3%), followed by the general government sector (3.9%) and the construction and wholesale and retail trade, catering and accommodation sectors (both 3.2%). Overall, between 2008 and 2017, all economic sectors in Swartland grew positively in terms of GDPR except for the Electricity, gas and water sector that experienced a negative growth of -1.8%.

(b) EMPLOYMENT

Swartland employment by sector - 2017

Sector	% of workforce	Number of jobs	Jobs lost/gained 2008-2017
Agriculture, forestry and fishing	29.3	13 636	-3 228
Mining and quarrying	0.1	24	-2
Manufacturing	10.7	4 898	504
Electricity, gas and water	0.3	137	33
Construction	4.6	2 090	340
Wholesale and retail trade, catering and accommodation	19.9	9 065	2 932
Transport, storage and communication	2.4	1 086	375
Finance, insurance; real estate and business services	8.7	3 976	1 183
General government	11.1	5 071	1 578
Community, social and personal services	12.9	5 886	1 031
Total	100.0	45 596	4 746

In 2017 Swartland (25.3%; 45 596 jobs) was the second largest contributor to employment in the West Coast after Saldanha Bay (28.2%; 50 734 jobs). The total number of jobs in the West Coast was 180 050.

The agriculture, forestry and fishing sector contributed the most jobs to the area in 2017 (13 363; 29.3%), followed by the wholesale and retail trade, catering and accommodation sector (9 065; 19.9%) and the community, social and personal services (5 886; 12.9%) sector. Combined, these three sectors contributed 28 314 or 62.1% of the 45 596 jobs in 2017.

Several sectors experienced net job losses between 2008 and 2017, with the agriculture, forestry and fishing sector shedding the most jobs (-3 228). This is a concern considering the significant contribution of this sector to Swartland's economy and employment. The sector which reported the largest increase in jobs between 2008-2017 was the wholesale, retail and trade (2 932), followed by General government (1 578) and Community, social and personal services (1 031).

Skills level (formally employed) - 2017

The majority of workers in the Swartland labour force in 2017 were low-skilled (49.9%), while only 15.3% were skilled. The growth in low-skilled employment was at a faster rate than that of semi-skilled, although growth in skilled employment was the fastest over the period 2014 – 2018. With the strong growth in skilled employment, further capacitation of low-skilled and semi-skilled workers is crucial to maintain a steady supply of skilled labour to the area.

Level	Skills level contribution	Average growth 2014 - 2018	Number of jobs
Skilled	15.3%	3.2%	5 439
Semi-skilled	34.8%	3.5%	12 369
Low skilled	49.9%	4.3%	17 739
Total	100.0%	3.9%	35 547

Unemployment Rates

2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
6.3%	7.5%	8.7%	9.1%	8.9%	8.6%	9.1%	8.1%	9.0%	9.8%	10.0%

Since 2015, the unemployment rate⁴ has been rising steadily in the area, reaching 10.0% in 2018. This is slightly lower than the District rate of 10.7% in 2018, as well as lower than the Provincial rate of 17%. Unemployment remains a key challenge for the Swartland area, with rising population numbers. Up-skilling of the labour force, implementation of levers such as local economic development strategies are all key in order to increase potential employment opportunities and boost economic growth in the area.

Annexure 3: Status of sector plans and policies *[Update]*

Sector plan/policy	Responsible official	Current status	Approval date	Comments / next actions
CIVIL ENGINEERING SERVICES				
Water Services Development Plan	Louis Zikmann	Approved	2017	None
Water Master Plan	Louis Zikmann	Approved	2008	None
Sewerage Master Plan	Louis Zikmann	Approved	2008	None
Transport Master Plan	Louis Zikmann	Approved	2008	None
Integrated Waste Management Plan	Esmari Steenkamp	Approved	2017	Applicable until 2022
Water Conservation and Water Demand Management Strategy	Esmari Steenkamp	Approved	2018	Applicable until 2023
Sport Policy	Christian Boois	Approved	2015	None
Pavement Management System	Johan Venter	Approved Updated	2014 2019	None
ELECTRICAL ENGINEERING SERVICES				
Maintenance Policy	Tom Rossouw	Approved	2007	Review annually
Electricity Master Plan	Roelof du Toit	Approved Reviewed	2015 2019	
Electricity Distribution Master plans - Malmesbury	Roelof du Toit	Updated	2016/17 2017	Reviewed 2019
- Moorreesburg	Roelof du Toit	Approved Updated	2015 2019	Approved 2019
- Darling	Roelof du Toit	Approved Updated	2015 2019	Approved 2019
- Yzerfontein	Roelof du Toit	Updated	2016/17 2017	Reviewed 2019
Disaster Recovery Plan and Business Continuity Plan for the IT function	Johan Pienaar	Approved	2012	Review annually
PROTECTION SERVICES				
Business Continuity and Disaster Recovery Plan	Roysten Harris	Revised	23 May 2018 5 May 2019	Annual revision done
Disaster Management Plan	Roysten Harris	Revised	31 May 2018 5 May 2019	Annual revision done
DEVELOPMENT SERVICES				
2017 Spatial Dev. Framework	Alwyn Zaayman	Approved	25 May 2017 May 2019	
Growth Model	Alwyn Zaayman	Approved	Dec 2018	
Land Use Planning By-law	Alwyn Zaayman	Approved	3 March 2017 March 2020	
Integrated Coastal Management Programme	Alwyn Zaayman	Draft	Possible adoption	The Integrated Coastal Management Programme (ICMP) for the West Coast District Municipality (WCDM) has been

Sector plan/policy	Responsible official	Current status	Approval date	Comments / next actions
			March 2020	finalised. Swartland Municipality still to adopt the by-law when roles and responsibilities of stakeholders have been clarified and funded.
Climate Change and Hazard Risk Areas Study	Alwyn Zaayman	Approved	October 2014	Compiled as part of the PGWC's BESP programme
Environmental Plan	Alwyn Zaayman	Incorporated in the approved SDF		
Child Care Facilities Report Guidelines on ECD	Hillary Balie	Approved	2009 June 2020	New report to be submitted to Council before end of June 2020
Social Development Policy and Strategy	Hillary Balie	Approved	Aug 2017 2022	Review and update annually
Housing Pipeline	Sylvester Arendse	Approved	March 2016	Annual Revision
Housing Plan	Sylvester Arendse	Approved	July 2015	
Occupational Health and Safety Policy	Kobus Marais	Approved		
Air Quality Management Plan	Kobus Marais	Approved	13 June 2012 Possible adoption March 2020	
Air quality By-law	Kobus Marais	Approved	22 May 2015	
CORPORATE SERVICES				
Workplace Skills Plan	Sunet de Jongh	Completed	30 April 2018 2019	Compile annually in consultation with staff and unions
Employment Equity Plan	Sunet de Jongh	Approved for 5 years until 30 Jun 2023	18 May 2018	
Employment Equity Policy	Sunet de Jongh	Approved	April 2016	
Staff Bursary Policy	Sunet de Jongh	Approved	April 2016	
Recruitment and Selection Policy	Sunet de Jongh	Approved	April 2016	
Disability Policy	Sunet de Jongh	Approved	1 Dec 2018	
Training Policy	Sunet de Jongh	Approved	1 Dec 2018	
Employee Assistance Policy	Sunet de Jongh	Approved	1 Dec 2018	
Internship Policy	Sunet de Jongh	Approved	April 2016	
HIV/Aids in the workplace Policy	Sunet de Jongh	Approved	April 2016	
Organogram	Madelaine Terblanche	Approved	30 May 2018 2019	Reviewed
Communication Strategy	Madelaine Terblanche	Approved	May 2018 2019	Revised to conform with 2017-2022 IDP Next review due May 2020
Social Media Policy	Madelaine	Approved	May 2018 2019	Reviewed Next review due May 2020

Sector plan/policy	Responsible official	Current status	Approval date	Comments / next actions
Communication Policy	Madelaine Terblanche	Approved	May 2018 2019	Reviewed Next review due May 2020
Public Participation Policy	Madelaine Terblanche	Approved	May 2018	Reviewed Next review due May 2020
Client Service Charter	Madelaine Terblanche	Approved	Dec 2018	Reviewed To be reviewed 2021
Ward committee constitution	Madelaine Terblanche	Approved	Aug 2016	To be reviewed in 2021 before next local elections
Contract Administration Policy	Madelaine Terblanche	Approved	2010	To be revised by end June 2019 2020
Website Placement Policy	Madelaine Terblanche	Approved	2010	To be revised by end June 2019 2020
Municipal Asset Transfer Policy	Madelaine Terblanche	Approved	May 2015	To be revised by end December 2019 2020
Events By-law	Madelaine Terblanche	Approved	March 2016	To be revised when necessary
Records Master Plan	Nicolette Brand	Approved	December 2000/July 2018 September 2019	Reviewed and updated
Records Control Schedule	Nicolette Brand	Approved	November 2016/May 2018 December 2019	Reviewed and updated
Registration Procedural Manual	Nicolette Brand	Approved	August 2007/Feb 2018	Reviewed and updated
System of Delegation & s53 role demarcation	Madelaine Terblanche	Approved	May 2017 2019	To be revised annually during May
Human Resources Plan 2017-2022	Sunet de Jongh	Approved	19 Sept 2018	Reviewed and updated
FINANCIAL SERVICES				
Long Term Financial Plan	Hilmary Papier Mark Bolton	Approved	25 May 2017	New LTFP to be approved in March 2020
Long-Term Financial Planning Policy	Hilmary Papier	Approved	28 May 2015	Review annually
Budget Implementation Policy	Hilmary Papier	Approved	26 May 2016 30 May 2019	New Policy and Review annually
Asset Management Policy	Arina Beneke	Approved	25 May 2017 30 May 2019	Review annually

Sector plan/policy	Responsible official	Current status	Approval date	Comments / next actions
<u>Fleet management policy</u>	<u>Arine Beneke</u>	<u>Approved</u>	<u>30 May 2019</u>	<u>Review annually</u>
Property Rates Policy and By-law	<u>Christo Gerber</u> <u>Elsabe Van Der Merwe</u>	<u>Amended</u> <u>Approved</u>	<u>25 May 2017</u> <u>30 May 2019</u>	Review annually
Capital Contributions for Bulk Services Policy	Johan Steenkamp	Approved	26 May 2016	Compilation of new policy in progress to be submitted to Council for approval in May 2018
Cash Management and Investments Policy	Christo Gerber	<u>Amended</u> <u>Approved</u>	<u>26 May 2016</u> <u>30 January 2020</u>	Review annually
<u>Cost Containment Policy</u>	<u>Mark Bolton</u>	<u>Approved</u>	<u>30 January 2020</u>	<u>Review annually</u>
Credit Control and Debt Collection Policy and By-law	<u>Mark Bolton</u> <u>Preston Sheldon</u>	<u>Amended</u> <u>Approved</u>	<u>25 May 2017</u> <u>30 May 2019</u>	Review annually
Indigent Policy	<u>Mark Bolton</u> <u>preston Sheldon</u>	<u>Amended</u> <u>Approved</u>	<u>25 May 2017</u> <u>30 January 2020</u>	Review annually
<u>Accumulated Surplus/Deficit and Bad Debts Policy</u>	<u>Christo Gerber</u>	<u>Amended</u>	<u>26 May 2016</u>	<u>Review annually</u>
Debt and Borrowing Management Policy	Christo Gerber	<u>Revised</u> <u>Approved</u>	<u>26 May 2016</u> <u>30 May 2019</u>	Review annually
Tariff Policy	<u>Christo Gerber</u> <u>Elsabe Van Der Merwe</u>	<u>Revised</u> <u>Approved</u>	<u>25 May 2017</u> <u>30 January 2020</u>	Review annually
Funding and Reserves Policy	Christo Gerber	Approved	<u>26 May 2016</u> <u>30 May 2019</u>	Review annually
Preferential Procurement Policy	Pieter Swart	<u>Amended</u> <u>Approved</u>	<u>25 May 2017</u> <u>30 May 2019</u>	Review annually
Supply Chain Management Policy	Pieter Swart	Approved	<u>25 May 2017</u> <u>30 January 2020</u>	Review annually
Virement Policy	<u>Mark Bolton</u> <u>Hilmary Papier</u>	<u>Amended</u> <u>Approved</u>	<u>25 May 2017</u> <u>30 May 2019</u>	Review annually
Travel and Subsistence Policy	<u>Mark Bolton</u> <u>Morne Dreyden</u>	<u>Amended</u> <u>Approved</u>	<u>25 May 2017</u> <u>30 January 2020</u>	Review annually
<i>OFFICE OF THE MUNICIPAL MANAGER</i>				
Framework for implementing performance management	Leon Fourie	Approved	17 April 2018	Minor amendments
Local Economic Development Strategy	Olivia Fransman	Approved	18 May 2018	Final approval by Mayoral Committee
Fraud Prevention and Anti-Corruption Strategy	Pierre le Roux	<u>Approved</u> <u>Reviewed</u>	<u>24 April 2018</u> <u>28 June 2019</u>	<u>Review and update</u> <u>Review no changes</u>
Risk Management Strategy	Pierre le Roux	Approved	<u>11 May 2018</u> <u>28 May 2019</u>	Review <u>and no changes</u> <u>annually</u>

Sector plan/policy	Responsible official	Current status	Approval date	Comments / next actions
Internal Audit Strategy	Pierre le Roux	<u>Amended</u> <u>Reviewed</u>	<u>June 2015</u> <u>15 June 2018</u>	<u>Amended June 2015</u> <u>Review no changes</u>
Internal Audit Charter	Pierre le Roux	<u>Approved</u>	<u>28 May 2019</u>	<u>Amended and approved</u>
Risk Management Policy	Pierre le Roux	<u>Approved</u>	<u>19 June 2019</u>	<u>Amended and approved</u>
Performance and Risk Audit Committee Charter	Pierre le Roux	<u>Approved</u>	<u>28 May 2019</u>	<u>Approved</u>